DOUBLE ISSUE

APRIL 27 / MAY 4, 2020

TIME

FINDING HOPE

A TIME 100 SPECIAL REPORT

featuring

MARGARET ATWOOD
SUNDAR PICHAI
ANGELINA JOLIE
MIKHAIL GORBACHEV
TSAI ING-WEN
SHONDA RHIMES
STEPHEN CURRY
KLAUS SCHWAB
THE DALAI LAMA
...and more

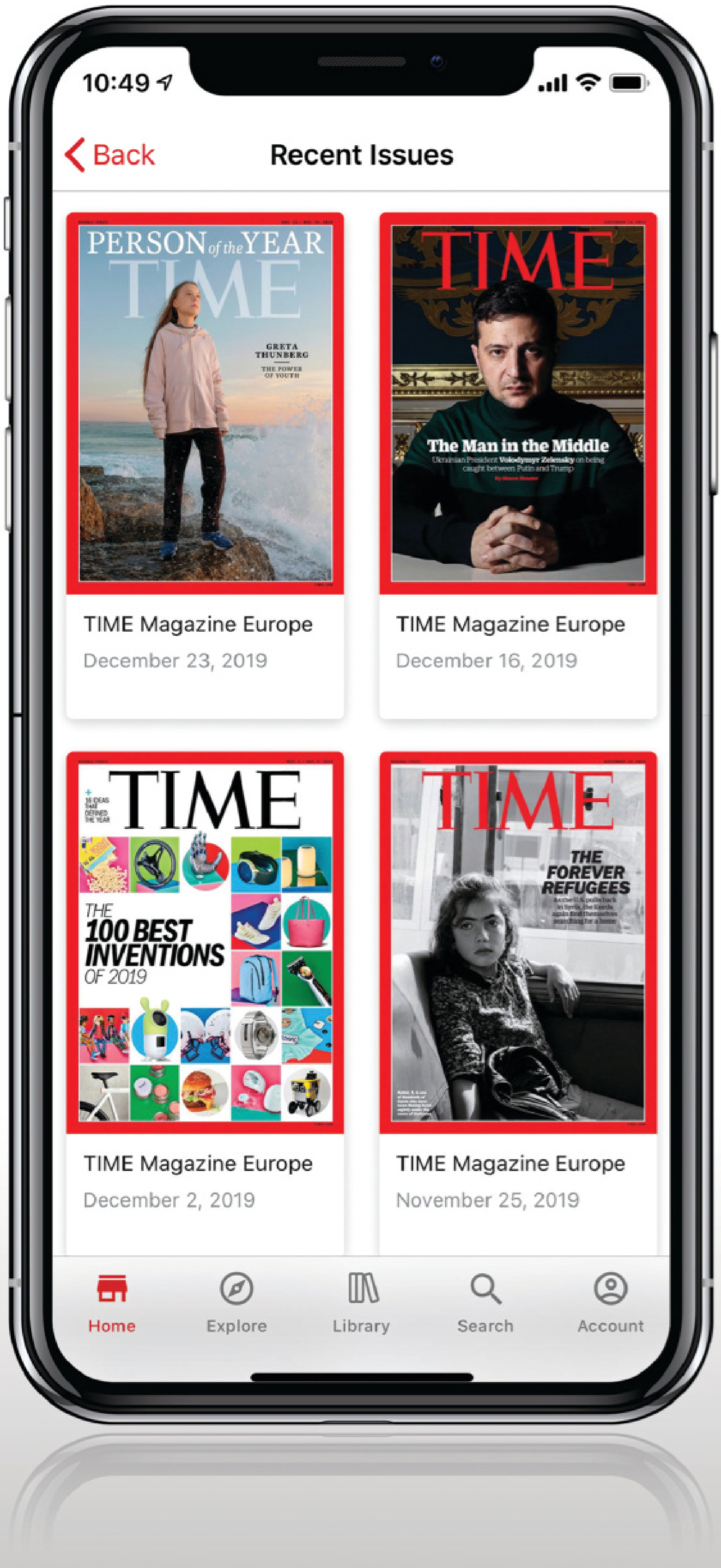
Paris at 9:30 p.m. on April 11
Art by JR

time.com

VISIT…

LANZAROTE
Caliente.com

VIEW TIME DIFFERENTLY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TIME 100

FINDING HOPE

The coronavirus has changed our world. In this special report, members of the TIME 100 community share insights into how to navigate this new reality and offer solutions to the challenges, large and small, that we must face together.

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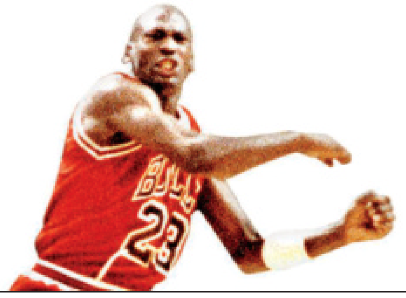

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ED WAGNER JR.—CHICAGO TRIBUNE/GETTY IMAGES

From the Editor

Finding Hope

NOT LONG AGO, I ASKED A *TIME* 100 honoree if he had enjoyed the TIME 100 gala. Jennifer Lopez had performed, and members of Congress mingled with Oscar winners, astronauts with activists, CEOs with artists. "I had a great time," he said. "But you have all these influential people. That's an extraordinary opportunity. What are you going to do with it?"

The answer to that question became one of the most important initiatives we've launched over the past year, expanding the TIME 100 franchise from an annual list of the world's most influential people into a global leadership community. We reached out to hundreds of TIME 100 alumni from across the years and around the world, inviting them to find ways to collaborate. Last fall, for the first-ever TIME 100 Health Summit, we gathered a group—ranging from former President Bill Clinton to the three highest-ranking health officials in the Trump Administration to the leaders of major health systems—to focus deeply on the search, as we put it then, "for a better, healthier world."

Little did we know, of course, that a few months later the entire world would find itself singularly focused on that very search. And so for this issue, which we had planned as our annual TIME 100, we instead asked members of our TIME 100 community for insights and perspectives on some of the challenges we are all facing in navigating the new realities of the COVID-19 pandemic.

MORE THAN 50 of them agreed to be part of this special issue. Taiwan President Tsai Ing-wen writes about the steps her nation took to limit the spread of the novel coronavirus (it has fewer than 400 confirmed cases as of April 14) and offers to help other countries stem future outbreaks. Alphabet CEO Sundar Pichai predicts this crisis will permanently change the way we work, with more flexibility to be remote and more urgency around access to broadband Internet. Former Soviet Union President Mikhail Gorbachev, who helped guide the world into a period of collaboration that seems unimaginable today, argues for rethinking the entire concept of global security to emphasize human health. Throughout these contributions, notes Dan Macsai, editorial director of the TIME 100, who oversaw the issue, "there is an underlying message of resilience and hope."

It's a message the artist JR, a 2018 TIME 100 honoree, captures powerfully on the cover.

What, we wondered, does it mean to be a public artist when there is no public? JR, who had the coronavirus himself weeks ago and has recovered, embraced that challenge, creating a 15-by-21-ft. artwork that he pasted in strips on the pavement of an empty Paris street on April 11 and then photographed from a window above. As with his epic installation at the Louvre Museum in 2016, JR used an anamorphic image, meaning it is seen best from the angle from which the photograph is taken. "I'm a strong believer in miracles," JR says. "It's a small virus with big consequences. But we can come to the end of it."

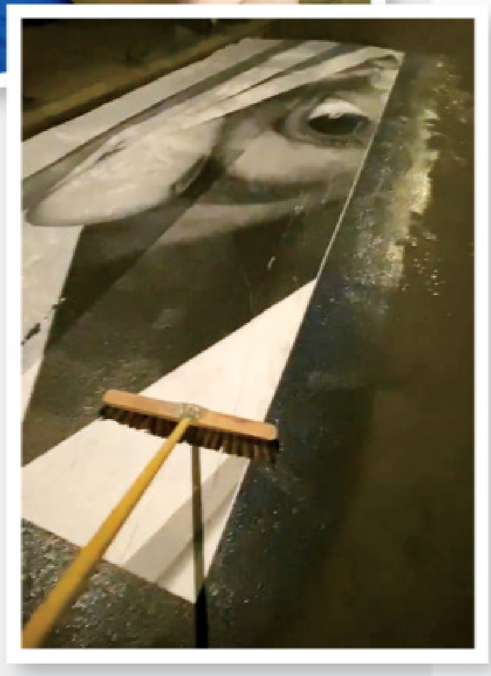
The TIME 100 has always been a mirror of the world and the people who shape it. And as our world now looks far different than we expected, so too will our annual TIME 100 list and issue when it appears in the fall.

Here's hoping that world is a better and healthier one.

Edward Felsenthal,
EDITOR-IN-CHIEF & CEO
@EFELSENTHAL

Behind the cover

This is the second TIME cover project for French photographer and artist JR (*below*). For this project, he decided to return to where he started making art more than 20 years ago. JR and his team took only 24 minutes to paste the image on a Paris street early on Saturday, April 11. By that Monday, the installation had disappeared.



See a behind-the-scenes video and read more at **time.com/jr-cover**

COURTESY JR

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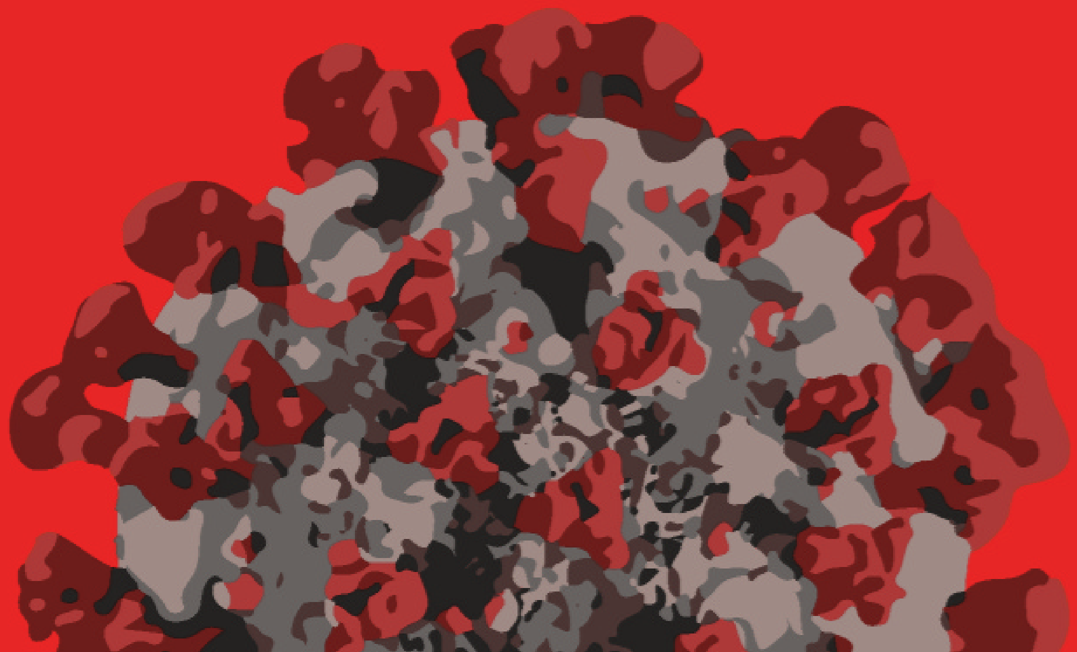

Conversation

100 WOMEN OF THE YEAR

THIS INCREDIBLY IMPORTANT issue recognizing influential women of the past century should be required reading for every teenage girl and boy [March 16–23]. Each commentary was wonderfully written and provided a unique perspective on the role of women internationally. As an older woman, I have been aware of many of these individuals, but the collective challenges faced and their achievements are truly amazing. Sharing this issue with my daughters and granddaughter will provide hours of discussion.

Mary Abbott Hess,
CHICAGO

THIS IS THE MOST DISTURBING, shocking, disappointing, embarrassing, enlightening, educational and poignant topic of the year, decade and maybe century. And I say that as an American man.

James See,
TELFORD, PA.

THIS ISSUE FINALLY revealed one small silver lining to the dark cloud of a coronavirus self-quarantine: the chance to spend a full day reading your magazine cover-to-cover. You introduced this fairly well-read, retired teacher and world traveler to women whom I should have known about long before today. Thank you for lifting me out of the safety of my living room and reminding me that women do, indeed, hold up half the sky. Hmm ... maybe even more than half?

Patricia Carrelli,
THOUSAND OAKS, CALIF.

AS A MAN BORN IN THE 1950s, I had the good fortune in college in the 1970s to work in a research laboratory for a group of brilliant women scientists who "raised my consciousness" (as it was called at the time) to feminism. This appreciation of the plight and power and importance of women has helped to shape my life. The struggle continues for women, as it does for other marginalized groups in our society, but I am proud of how far we have come. When I graduated from medical school in 1983, only 1 in 3 of my classmates were women; as of 2019, the majority of U.S. medical students are women. Thank you for your celebration of 100 Women of the Year, including so many who are receiving belated celebration of their enormous contributions.

John Kelso,
SAN DIEGO

AT AGE 93, I AM OFTEN disappointed that women are not progressing fast enough. Often I am sad that I didn't and couldn't do more, but when this issue arrived, I reveled in women's stories. I'm thrilled that we have come this far, but I still have great hope that I will see equality and women's rightful place all over this planet. Thank you for a great read and a great lesson in all that has been done before.

Ruth Knowles Scholz,
STURGEON BAY, WIS.

I WAS QUITE ENGROSSED and fascinated in reading your choice of the 100 Women of the Year who dedicated their lives and work to spearhead the largely unequal fight to achieve in small increments the advancement of equality and just recognition for women. However, I was rather appalled that you didn't include in your list one of the most iconic and towering figures of the 20th century: Mother Teresa of Calcutta, who dedicated her entire life to serving the poorest of the poor and destitute on the streets of Calcutta, and whose selfless work and dedication was rewarded with the Nobel Peace Prize.

Alan de Sousa,
CALDAS DA RAINHA,
PORTUGAL

IT WAS DISAPPOINTING NOT to find Benazir Bhutto on this list. Though she was not infallible, her brilliance lay in winning over the hearts and minds of a vast number of people in one of the world's most stubbornly patriarchal societies. Rather than sitting on the sidelines, she plunged herself right in the middle of a brutal terrorist war, and not quite unexpectedly losing it to the forces pitted against her.

Nasser Yousaf,
ABBOTTABAD, PAKISTAN

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I wish to train with astronauts
Addison, 8
Wilms tumor
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For the Record

‘OUR COUNTRY’S FUTURE HANGS ON THIS ELECTION.’

BARACK OBAMA,
former U.S. President, endorsing his Vice President, Joe Biden, for the presidency in 2020, in a video released on April 14—a day after Biden was endorsed by Bernie Sanders, his former rival for the Democratic nomination

‘The crisis we are facing should not make us forget the many other crises that bring suffering to so many people.’

POPE FRANCIS,
in his April 12 Easter Mass, in which he spoke of spreading a “contagion of hope”

69%

Increase in volume of Sprint MMS messaging over the month ending April 9, the company said, amid a broad increase in network traffic attributed to stay-at-home orders

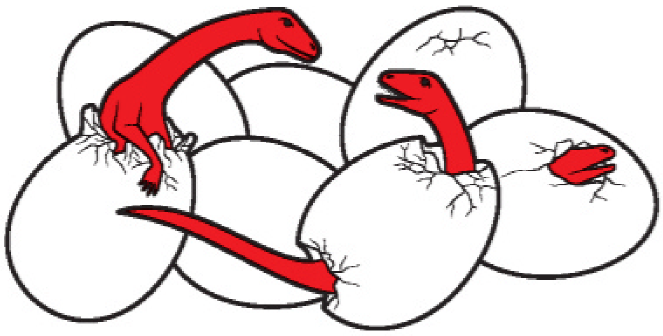
‘How you treat our citizens is more important to us than even how you treat the ambassador.’

FEMI GBAJABIAMILA,
Speaker of Nigeria’s House of Representatives, in an April 10 meeting with China’s ambassador to the country, following reports of coronavirus-related discrimination against Africans in China

200

MILLION YEARS

Age of the oldest known fossilized dinosaur embryos, which scientists were able to examine in “unprecedented” detail using high-powered X-rays, according to a study published on April 9



‘It is impossible to keep our grocery stores stocked if our plants are not running.’

KEN SULLIVAN,
CEO of Smithfield Foods, the world’s largest pork producer, on the potential for meat shortages after the company’s Sioux Falls, S.D., plant was forced to close because of coronavirus infections, in an April 12 statement

GOOD NEWS
of the week

WW II vet Tom Moore, who turns 100 on April 30, aims to walk 100 lengths of his Bedfordshire, England, yard before his centennial birthday; his quest, begun April 9, has already raised more than $10 million for the U.K.’s National Health Service

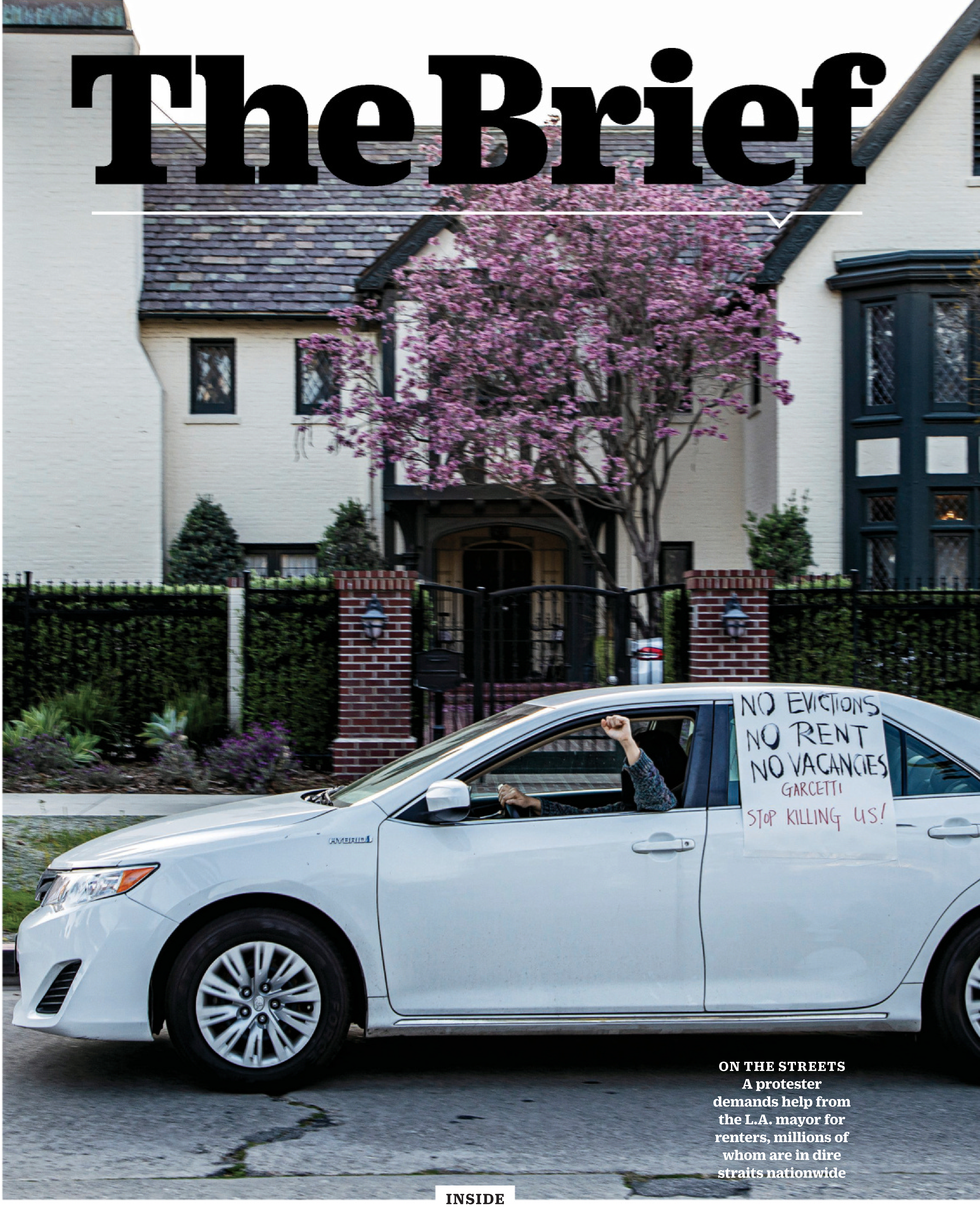
‘I think I will feel more isolated on earth than here.’

JESSICA MEIR,
astronaut, who has spent the past seven months aboard the International Space Station, speaking on April 10; she is set to return to earth on April 17

ILLUSTRATIONS BY BROWN BIRD DESIGN FOR TIME

SOURCES: BLOOMBERG, CNN

TheBrief


NO EVICTIONS
NO RENT
NO VACANCIES
GARCETTI
STOP KILLING US!

ON THE STREETS
A protester demands help from the L.A. mayor for renters, millions of whom are in dire straits nationwide

INSIDE

SOUTH KOREA GOES TO THE POLLS, DESPITE THE PANDEMIC

TROUBLE FOR THE U.S. POSTAL SERVICE

THE WORLDWIDE HUNT FOR A COVID-19 TREATMENT

PHOTOGRAPH BY TED SOQUI

NATION

Eviction stalks struggling renters

By Alana Semuels

MILLIONS OF PEOPLE IN THE U.S. ARE under shelter-in-place orders requiring them to stay home when possible, but a growing number don't have that luxury. Their landlords are kicking them out for not paying the rent, despite moratoriums on evictions in dozens of cities and states.

Robert Stephenson's lawyer says an illegal eviction put the 49-year-old diabetic veteran on the street. When COVID-19 hit, Stephenson had been living for four months in a New Orleans guesthouse with his girlfriend, Jade Gribanov, who is known locally as Jade the Tarot Reader from Jackson Square. Gribanov's income disappeared as tourism stopped, and Stephenson was still in the process of applying for disability benefits. When the couple's savings ran out, the guesthouse told them to leave, despite the city's suspension on evictions. They were worried about ending up in jail if they resisted, so they left; Gribanov and the couple's two cats went to live with family in Lafayette, La., and Stephenson ended up sleeping under the Claiborne Avenue Bridge. "Within an hour's time, I'd lost my girlfriend, my two cats and my place," says Stephenson, who left his photos, clothes and medications at the guesthouse.

Housing attorneys say they've seen a flood of similar cases nationwide since the economic collapse precipitated by COVID-19, as landlords change locks or remove tenants' belongings to force out those who have missed rent payments. Only 69% of tenants in apartments had paid their monthly rent by April 5, according to the National Multifamily Housing Council, down from 81% in March.

"What seems to be happening is that landlords are really losing patience with the courts," says Cole Thaler, co-director of the Safe and Stable Homes Project at the Atlanta Volunteer Lawyers Foundation, which provides free legal aid to low-income Atlanta residents. "They're doing self-help evictions." Thaler used to get two or three calls a month about illegal evictions but now gets three or four a week.

As the economy cratered, tenants and landlords alike faced not only income shortfalls but also a confusing patchwork of laws, bans and suspensions. Consider: at least 39 states have announced some form of eviction moratorium, but 41 states still allow landlords to issue eviction notices to tenants, according to Emily Benfer, a visiting associate clinical professor of law at Columbia Law School. Tenants who receive notices may get nervous and move out, even if they're protected by a moratorium, says Benfer, who has helped compile a database of state and local eviction policies during COVID-19.

The CARES Act, passed by Congress in March, prohibits evictions for 120 days but applies only to renters in properties secured by government-backed mortgages, which account for just 1 in 4 rental properties, according to the Urban Institute. That leaves most tenants dependent on state or local laws to fight evictions. "This has truly exposed the inadequacy of our social safety net," says Benfer.

41

Number of states allowing landlords to send tenants eviction notices

69%

The portion of apartment tenants who had paid their rent by April 5

9¢

Amount of each dollar in rent collected that goes back to property owners

THERE ARE SEVERAL STEPS in an eviction, including giving notice to a tenant, filing a case in court and having a judge give law enforcement the O.K. to proceed with eviction. Only 20 states are preventing law enforcement from carrying out evictions, and only Connecticut and New Hampshire have frozen every step, according to Benfer. "Very few states have put into place all the freezes that are necessary," she says.

In Alaska, Maryland and several other states, tenants must show proof that their financial hardship is related to COVID-19 to be protected from eviction. Colorado and Ohio are among the states that have left decisions on evictions up to local jurisdictions, while Arkansas is letting judges conduct eviction hearings remotely. Sheriffs in many places are enforcing evictions that were approved before COVID-19 hit.

Only Connecticut has a grace period that gives tenants extra time to pay back rent after the moratorium ends. That means that once courts reopen, there will be a flood of evictions, says Alieza Durana of the Eviction Lab at Princeton University, which studies evictions.

Apartment owners say they are struggling too, since expenses are piling up as tenants miss rent payments. In cities like Orlando, there are entire buildings of unemployed renters who had worked for theme parks that closed, says Bob Pinnegar, the CEO of the National Apartment Association.

Tenants' groups and apartment owners alike are calling for rent assistance in a future stimulus bill. Without it, even those tenants who have successfully fought eviction may end up deep in debt. Carla and Ricky Phelan were ordered out of the motel where they'd been living in Springfield, Ill., but a judge ruled the eviction was illegal. They're back in the motel, but every night a bill appears under their door detailing how much rent they owe, which the motel says it will try to claim in small-claims court when the crisis ebbs. The amount is more than $700, and growing daily.

PREVIOUS PAGE: SIPA USA; TORNADO: BRYNN ANDERSON—AP

BEYOND REPAIR Emma Pritchett, 78, holds up a broken glass from her kitchen sink on April 13, the day after a tornado hit her home in Chatsworth, Ga. Severe weather tore across Southern states, including Mississippi, South Carolina and Georgia, killing more than 30 people, damaging hundreds of homes and cutting power to thousands of people. With the COVID-19 pandemic preventing large gatherings in shelters, many spent the night in basements and closets.

THE BULLETIN

South Korea's coronavirus election may offer a road map for protecting voters

SOUTH KOREA'S ELECTIONS ON APRIL 15 marked the first nationwide vote in a country with a major coronavirus outbreak since the pandemic began. South Korea has more than 10,500 confirmed COVID-19 cases, but officials have flattened the curve through aggressive contact tracing, prolific testing and travel restrictions. To protect people heading to the polls, the government enacted a similarly rigorous plan. If it works, South Korea may offer other countries, including the U.S., a model to follow.

PROTECTING VOTERS Across South Korea, polling stations were disinfected regularly, wearing a mask was mandatory, and voters were given hand sanitizer and plastic gloves. People waiting in line were asked to stand at least 3 ft. apart. Those with COVID-19 could send in ballots by mail or vote early at special polling stations. Timothy S. Rich, who studies elections in East Asia at Western Kentucky University, says many of these measures could be adopted at polling sites across the U.S. However, he says, the most important step would be to reduce lines on Election Day by allowing more mail-in ballots and extending early voting.

DEMOCRACY DELAYED COVID-19 has pushed back elections around the world, including local polls in the U.K. and parliamentary elections in Ethiopia. In the U.S., 16 states have postponed presidential primaries. But Wisconsin, where Republicans blocked an effort to delay the April 7 primary, could be a preview of what a midpandemic election looks like without public-health planning. Poll sites closed as workers dropped out, and voters waited in hours-long lines to cast ballots.

LESSONS LEARNED In South Korea, where military rule is a living memory, there was little debate about postponing elections. Despite the outbreak, voter turnout appeared to be even higher than in the previous election. It will take weeks to know if the precautions successfully prevented a spike in new cases, but already one consequence is clear: President Moon Jae-in's coalition is expected to win a majority of seats, despite his party's flagging in the polls before the outbreak. Also pending is how voters in other nations judge incumbents in light of the pandemic, and their efforts to handle it.

—AMY GUNIA

NEWS TICKER

Chernobyl narrowly avoids fires

Ukrainian authorities said April 14 that rainfall had helped 400 firefighters control **wildfires that spread to the exclusion zone around Chernobyl,** site of history's worst nuclear disaster. The flames came within a few miles of the defunct nuclear reactor and a radioactive-waste-storage facility.

Biden allegations in spotlight

Tara Reade, a former Senate aide to Joe Biden, **filed a police report** on April 9 alleging she was sexually assaulted in 1993. In subsequently published pieces in the New York *Times* and Washington *Post,* Reade said it was about the former Vice President. He denies the allegation.

COVID-19 hits crisis-stricken Yemen

Yemen, which is suffering the world's worst humanitarian crisis amid a five-year civil war, **confirmed its first case of COVID-19** on April 10, a day after the start of a declared cease-fire by the Saudi-led coalition fighting Houthi rebels in the country. Aid agencies say Yemen's shattered health system cannot cope with an outbreak.

NEWS TICKER

Trump halts WHO funding

President Donald Trump announced April 14 he's pausing U.S. funding of the World Health Organization, which he **accused of covering up the early spread of the coronavirus** in China and of acting in Beijing's favor. The American Medical Association called it "a dangerous move at a precarious moment for the world."

E.U. agrees on coronavirus rescue plan

On April 9, E.U. finance ministers agreed to a **$590 billion package to mitigate the economic impact of the pandemic,** including $263 billion in loans to support public spending. The bloc stopped short of pooling debt and issuing shared bonds, despite requests by Italy and Spain, the members worst hit by the virus.

Census data likely to be delayed

The U.S. Census Bureau plans to **ask Congress to permit a 120-day delay,** beyond the current Dec. 31 deadline, to deliver its final figures, according to an April 13 press release. The bureau suspended field operations in mid-March because of the spread of COVID-19.

GOOD QUESTION

Why is the USPS caught in COVID-19's economic fallout?

WITH THE VAST MAJORITY OF THE U.S. under stay-at-home orders, the ensuing surge in online purchases might seem like good news for the U.S. Postal Service. But the independent federal agency, like so many businesses, has in fact been rapidly losing money since the coronavirus pandemic hit the country.

Postal Service leaders warn that revenue losses this fiscal year could reach $13 billion and are appealing to the government to keep the operation afloat. "As Americans are urged to stay home, the importance of the mail will only grow," Megan Brennan, the Postmaster General and CEO of the USPS, cautioned in an April 10 statement. "As Congress and the Administration take steps to support businesses and industries around the country, it is imperative that they also take action to shore up the finances of the Postal Service."

Without any taxpayer assistance, the USPS gets its revenue largely from delivering mail, including advertisements from struggling businesses that have now stopped paying the agency for the service. Mail volume has plummeted during the crisis, and the increase in online ordering has not been enough to offset that revenue loss. "Nobody is sending out advertisements, nobody is sending out coupons," says Mark Dimondstein, president of the American Postal Workers Union.

The Postal Service was already in trouble before COVID-19. Mail volume has been dropping for years as more people communicate and do business online. The agency was also severely hamstrung by a 2006 law requiring it to prefund health benefits for retired workers, which has cost it at least $50 billion. But when the government rolled out a $2.2 trillion coronavirus relief package in March, the USPS got just a $10 billion credit loan. The U.S. airline industry, by comparison, got $58 billion, half in the form of grants.

Proponents of more bailout money for the USPS say the decision was political. House and Senate Democrats had pushed for upward of $20 billion in funding for the agency but to no avail. They point out that President Donald Trump has often argued for privatizing the agency, and Treasury Secretary Steven Mnuchin refused to agree to further relief beyond the $10 billion loan, according to Democratic aides. A Treasury spokesperson said the Administration is supportive of the loan and working with the USPS to put it into effect.

Lawmakers acknowledge another big relief package for the nation will likely be necessary, but it doesn't look as though any further help for the USPS' red, white and blue vans is imminent. "If the American people understood the peril the Postal Service was in, I think there would be a huge backlash," says Representative Gerry Connolly of Virginia, who oversees the congressional subcommittee leading the push for more funding. "This is a service everyone counts on."

—ALANA ABRAMSON

RETAIL

Current confections

A Helsinki bakery says it has stayed in business despite the pandemic thanks to cakes shaped as a potent symbol of the times: **toilet paper.** Here, other timely treats. —*Alejandro de la Garza*

CAKE CONTROVERSY
A cake decorated in tribute to the 2019 Hong Kong protests was disqualified from a U.K. contest in November. Although the entrants called it political censorship, organizers said a decoration on the cake was too big.

Support Your Local

PROTEST PASTRIES
As the Yellow Vest protests raged in France in late 2018, a bakery in a Paris suburb began selling Yellow Vest–themed pastries, complete with yellow icing and a sugary angry face, to reflect the collective discontent.

BREAK-IN BAKING
In the 1970s, Watergate cake, made with pistachio pudding mix, became a national sensation—although the dessert's link to the historic political scandal was never quite clear.

TECHNOLOGY

Spies are targeting Americans on video-chat platforms, U.S. intel officials say

AS MUCH OF THE WORLD WORKS FROM home amid COVID-19 lockdowns, an explosion of videoconference calls has provided a playground not just for Zoombombers, phishermen and cybercriminals but also for spies. Everyone from top business executives to government officials and scientists is using conferencing apps to stay in touch, and U.S. counterintelligence agencies have observed the espionage services of Russia, Iran and North Korea attempting to spy on Americans' video chats, three U.S. intelligence officials tell TIME.

But the cyberspies who have moved most aggressively during the pandemic, the officials say, have been China's. "More than anyone else, the Chinese are interested in what American companies are doing," said one of the three. And while spies are targeting virtually every work-from-home tool, one platform is an especially attractive target for China: Zoom.

Zoom says it has resolved the issue of encryption keys routed through China

The officials, who requested anonymity because they aren't authorized to discuss ongoing operations, stress there's no evidence Zoom is cooperating with China or has been compromised by it, only that its security measures leave gaps that China is trying to exploit. Federal experts have warned both government and private officials not to use any videoconference applications to discuss sensitive information—and according to two people who received the April 9 memo, the Senate sergeant at arms told Senators not to use Zoom at all.

ZOOM HAS RESPONDED to criticism of its security with multiple public efforts to address concerns. After initially claiming that its platform provides end-to-end encryption for all conversations, Zoom later said some encryption was in fact absent from some messaging tools. "While we never intended to deceive any of our customers, we recognize that there is a discrepancy between the commonly accepted definition of end-to-end encryption and how we were using it," wrote Oded Gal, Zoom's chief product officer, in an April 1 blog post.

An April 3 report by the Citizen Lab, a University of Toronto research group, found other weaknesses. During a test Zoom meeting, researchers found that the key for conference encryption and decryption was sent to one of the participants from a Zoom server apparently located in Beijing. Citizen Lab also posited that Zoom's ownership structure and reliance on Chinese labor could "make Zoom responsive to pressure from Chinese authorities"; the San Jose, Calif., company's most recent SEC filing says it employs at least 700 "research and development" employees in China.

The company, which responded to the full Citizen Lab report on its website, says it has resolved the issue of encryption keys being routed through China. "Zoom is not unique among its U.S.-based teleconferencing peers in having a data center and employees in China; Zoom is perhaps just more transparent about it," the company said in a statement to TIME. The company added that it "has a number of documented controls and protections in place to protect data and prevent unauthorized access, including from Zoom employees." And on April 8, Alex Stamos, former top security officer at Facebook and Yahoo, posted a note on Medium saying he had agreed to a request from Zoom CEO Eric Yuan to help the company "build up its security, privacy and safety capabilities."

Even so, some intelligence experts remain concerned. "Zoom's links to China, regardless of what its CEO promises," says former director of the National Security Agency and the Central Intelligence Agency Michael Hayden, "create a persistent threat." —JOHN WALCOTT

CAKE: ATTILA CSER—REUTERS; ZOOM: CHRISTIAN SINIBALDI—EYEVINE/REDUX

Stay in touch with Zoom alternatives

Zoom has become the video-chat app of choice for this era of self-isolation, thanks in part to its ease of use and cross-platform compatibility. But experts have raised concerns about the company's privacy and data-sharing practices. Zoom says it's working to fix the issues, and no app can be totally secure. But there are plenty of other options to try if you would rather switch.
—*Patrick Lucas Austin*

WHATSAPP
Yes, WhatsApp is owned by Facebook, a company that has had its share of privacy controversies. But WhatsApp's end-to-end encryption keeps your video chats safe; it works across iPhones, Android phones and other platforms. And it's easy to use—especially important for getting your less tech-savvy family members into the action.

HOUSEPARTY
There's nothing wrong with straight-up video chats, but with so little going on in the lives of most of us, some of us are running out of new things to say. Liven up your video hangs with Houseparty, which adds built-in games like *Heads Up!* and trivia to the mix.

MICROSOFT TEAMS
Corporate users looking for a professionally minded video-chat app should check out Microsoft Teams, especially if they're already using the Office suite. Teams' built-in live-event tools, like screen sharing, make it a particularly good choice for big presentations.

JITSI
Many privacy advocates have been singing the praises of Jitsi, a lesser-known open-source video-chat app built with security in mind. It is fully encrypted, works across platforms and doesn't even require all participants to have an account before logging on to a video chat. The Jitsi Meet service, meanwhile, offers power tools for productivity-minded users, like screen sharing and document collaboration.

TheBrief Milestones

Typically, Milestones is a snapshot of the landmark events, including notable deaths, that shape our world. Yet as the coronavirus pandemic has reminded us, a person does not have to be famous to be part of something that matters on a global scale. Here are two stories of lives cut short by COVID-19. Find more on our website at **time.com/coronavirus-obituaries**

DIED

Stephen Gregory

One of the overlooked

By Sean Gregory

Stephen Gregory, far left, with his siblings, circa 1962; at a Bronx park in 2018, right

STEPHEN GREGORY WAS BREATHING O.K. around 8 a.m. on April 9. A few days earlier, he had tested positive for the novel coronavirus. He asked a nurse for water that morning; though he'd had an up-and-down fever, Stephen, my father's brother—my uncle—hadn't been displaying any great respiratory distress. We thought he'd pull through.

But this disease, my family learned firsthand, ravages quickly. At some point that afternoon, his breathing stopped. Stephen Gregory—whose lanky moves propelled him to Best Dancer honors at the Park Gardens Rehabilitation and Nursing Center annual Academy Awards ceremony—was pronounced dead, after complications from COVID-19. He was 68.

COVID-19 has stolen an all-too-broad swath of humanity. We've lost beloved public figures and educators. Heroic health care workers, many of whom sacrificed their own lives to save others'. The essential workers who've perished while keeping some semblance of normality for the rest of us.

This pandemic has also taken a particularly cruel toll on homes housing the sick, the old and infirm, the developmentally disabled—those least able to fight the virus. COVID-19 has stricken people like my uncle Stephen, who spent his life suffering from mental illness. He existed in the shadows of society, largely forgotten except by his immediate family and those who cared for him daily.

STEPHEN GREGORY WAS FOND of disco dancing around Park Gardens in a straw hat, singing "To Sir, With Love" at karaoke and calling one of the physical therapists his girlfriend. He drew pictures for staff members and residents. "Social Worker," Stephen addressed one piece of artwork to Georgia Thomas, indeed a Park Gardens social worker. "Happy Halloween. Love, Stephen." He drew a bunch of squiggly orange lines and something that resembled a lion. Thomas hung it in her office.

Stephen grew up in Parkchester, a sprawling Bronx housing development; he and his six siblings lived in a two-bedroom apartment. In high school, he was struck by severe mental episodes. Once, he was found on the shoulder of I-95, claiming that people were chasing him and that bugs were crawling all over him. He became prone to violent outbursts and struck my grandmother on several occasions. (Thankfully, she was never seriously injured.) Psychiatric medications tempered his outbursts and calmed his mind. He later apologized profusely to his sister Anne for going after my grandmother, even as she assured Stephen that it wasn't his fault.

Stephen spent the majority of his adult life under state care. He couldn't leave the nursing home unless someone signed him out. And while my aunt Anne and my father Chris were devoted to taking him to the diner or to Dunkin'—he liked buying chocolate Munchkins for the nursing staff—Stephen still lived a lonely existence.

I could have done more to help with that. My uncle and I lived in the same neighborhood. Park Gardens is essentially across the street from where my oldest son played dozens of Little League games. I could have brought him and his younger brother by the home on occasion, to brighten Stephen's day. I never visited my uncle in the nearly six years we lived near each other. Not once.

At least Stephen had a family who cared for him, relatives he could entertain on Christmas Eve. At least he had Social Worker and the rest of his nursing home staff to engage with. At least he had friends to flirt with. Despite overseeing a facility overcome by fear of the coronavirus and despite worrying about their own safety, health care workers looked after him, until he took his final breath. COVID-19 has taken an untold number of people far more forgotten than Stephen Gregory.

That's something we can't ever forget.

GREGORY: COURTESY ANNE O'CONNELL (2); SOLOMON FAMILY: COURTESY JACOB SOLOMON

DISCOVERED
An approximately 50,000-year-old **piece of string,** in France. Per an April 9 paper, the find suggests the Neanderthals who made it were more intelligent than previously thought.

DROPPED
U.S. **retail sales by 8.7%,** for March, compared with February, the biggest month-over-month decline in records dating back to 1992.

DECLARED
That liberal challenger **Jill Karofsky** won her race for a Wisconsin state supreme court seat, on April 13. The April 7 election was the subject of a clash in state government over voting during the COVID-19 pandemic.

REMOVED
Popular video game *Animal Crossing: New Horizons,* from sales online in China, after activists used it to spread messages supporting the **Hong Kong pro-democracy movement.**

REPORTED
Two new **Ebola deaths** in the Democratic Republic of Congo. Health officials had hoped to declare its 20-month-long epidemic over on April 13.

DIED
British auto-racing legend **Stirling Moss,** on April 12, at 90. > Lesbian activist **Phyllis Lyon,** on April 9, at 95. She and Del Martin were the first same-sex couple legally married in California; their 2008 wedding was officiated by now California Governor Gavin Newsom.

No time to mourn

Grief during coronavirus

By Belinda Luscombe

IN THE WEEKS SINCE HIS FATHER DIED, Bernard Jacob Solomon hasn't been able to hug his mother. Nobody in his very large extended family has been able to drop by her New Jersey home with food or to sit and listen and cry. His mom has the same coronavirus that killed her husband, and cannot accept visitors.

Grief is a lonely and confusing experience, even in less troubled times. Humans rely on rituals and traditions that anchor them to the past and the future, that draw them close to the people they have, while not diminishing the love for those they have lost. People sit shiva. They gather at a mass, a wake; they do not go through it alone. But in the current season, death has been turned inside out; the bodies are crowding together at makeshift morgues, and the bereaved are left isolated in a tomb of loss.

Stephen Solomon, 72, died on March 24, but because of all the protocols surrounding the coronavirus, he wasn't buried for almost a week. It was hardly a comforting experience. "We couldn't dress my father in a suit," says Jacob, as his friends know him, 39. "He was buried in a pouch in a coffin. I wasn't allowed to see him. So he went into the ambulance on Friday morning, and we never saw him again. It feels like he got abducted by aliens." Jacob and his four fellow mourners (his husband, his mother's sister and her husband and child) had to bring shovels to put earth on the grave. Afterward, Jacob went back to his apartment, made a turkey sandwich and ate it alone.

These small afflictions are in no way comparable to the loss of human life COVID-19 has wreaked, but they compound each community's sense of loneliness and depletion. And as the deaths pile up, so do the displaced and disoriented mourners. Jacob's sister is with his mom, for which he's grateful. But they've lived in a cocoon since Stephen died. "What this virus has taken away is the most valuable thing we have, that we can support each other," Jacob says. "The hug and the touch. Thousands of years of traditions for dealing with death, they're taken away."

He fights the thought daily that his father didn't deserve this. Stephen Solomon was a ball of energy. He grew up poor, sold newspapers from the age of 5, was in the Coast Guard Reserve, had two master's degrees. In a cruel irony, he contracted the virus, his family thinks, at a class on how to defend his local synagogue from an attack.

Jacob's only solace is that he is taking care of things in the way his father would have wanted. And he's looking forward to finally embracing his mother, although it will make his father's death more real. "I just can't imagine," he says, "how painful that hug is going to be."

Solomon, second from right, with, from left, son-in-law Duncan Hines, children Jenny and Jacob, niece Rachel Berzon and wife Sidney in 2006

The search for the first COVID-19 treatment

By Alice Park

WITHIN WEEKS AFTER COVID-19 CASES SPIKED TO ALARMING levels in China, researchers at Gilead in Foster City, Calif., saw an opportunity. A drug the company had developed against Ebola, remdesivir, had shown glimmers of hope in controlling coronaviruses like the one responsible for COVID-19 in the lab. "We knew in the test tube that remdesivir had more activity against coronaviruses like SARS and MERS than against Ebola," says Dr. Merdad Parsey, chief medical officer of Gilead. After disappointing results in early tests against Ebola, Parsey and his team wondered if remdesivir could turn out to be a better treatment for COVID-19 instead.

Recently, they were rewarded with the first hopeful signs that their hunch might be correct. An international group of researchers reported that in a small study of 53 patients, 68% benefited from the experimental drug, weaning themselves off supplemental oxygen or mechanical ventilation.

It's just one of the dozens of studies doctors have rushed to launch over the past month, desperate to find any way to stymie SARS-CoV-2, the virus behind COVID-19. The normal road to developing new drugs is often a long one that frequently meanders into dead ends and costly mistakes, with no guarantees of success. But given the speed with which SARS-CoV-2 is infecting new hosts around the globe, those trials are being ushered along at an urgent pace, telescoping the normal development and testing time by as much as half. Teams at pharmaceutical companies and academic institutes alike are combing through libraries of thousands of existing and in-development drugs to see whether any can tackle COVID-19. Others are looking to people who recovered from infection for a therapeutic shortcut, while still others are focusing not on the virus itself but on ways to calm the body's reaction to infection so the disease doesn't become so severe.

Let the immune system do the work

At the epicenter of the U.S.'s COVID-19 pandemic, in New York City, researchers at New York Blood Center (NYBC) became the first in the country to start collecting blood from recovered patients to treat others with the disease. The plasma from that blood, teeming with immune cells and their virus-fighting defenses, including antibodies the body develops to neutralize the virus, serves as a molecular North Star for charting a quick course to recovery. While using plasma to treat COVID-19 is not formally approved, the Food and Drug Administration is allowing doctors to try this therapy on the sickest patients on a case-by-case basis. "If we can passively transfuse antibodies into someone who is actively sick, they might temporarily help that person fight infection more effectively, so they can get well a little bit quicker," says Dr. Bruce Sachais, chief medical officer at NYBC.

And if there aren't enough donors among recovered patients, or if the plasma isn't rich enough with antibodies, scientists at companies like Regeneron and GigaGen have developed cellular copy machines for churning out large and consistent volumes of the strongest antibodies gleaned from recovered patients and hope to begin testing these treatments early next year.

JULIA LULL FOR TIME

There are no proven COVID-19 treatments, so all the options are trial-and-error

Repurpose and recycle

During an ongoing pandemic, treatment is a trial-by-fire learning process. Chinese doctors struggling to reduce the tide of cases in Hubei province, where the pandemic began, relied on studies of remdesivir's success against other coronaviruses in the lab and took a chance that it could also work on patients very ill with SARS-CoV-2. Early case studies hint the drug may be promising, but larger trials may take longer than expected to produce results; the first Chinese studies were suspended because there weren't enough patients to enroll. So doctors aren't hesitating to try the experimental drug, as nothing else is approved. In a recent survey conducted by health care data company Sermo, 43% of 5,000 physicians in 30 countries said remdesivir was "very or extremely effective" in treating COVID-19.

That's opening the floodgates for

A technician at Moderna Therapeutics in Norwood, Mass., which is developing a COVID-19 vaccine

repurposing other drugs with antiviral potential, including one that has become a favorite of President Trump's: hydroxychloroquine. A newer version of the original chloroquine drug that was developed in the 1940s to treat malaria, hydroxychloroquine is approved to treat malaria and certain autoimmune diseases. Because it is an approved drug, doctors can prescribe it to treat COVID-19, and many are doing so, even though studies haven't proved that it can control SARS-CoV-2. Those trials are ongoing but will take several months to complete. "If someone is sick in the ICU, you try everything possible you can for that person," says Dr. David Boulware, a professor of medicine at the University of Minnesota. Scientists are also reaching for other drugs to use off-label, on the basis of case reports from their colleagues treating patients in hard-hit COVID-19 areas, including flu medications and even cancer drugs. Some of these do not specifically target the virus but instead calm the body's inflammatory reaction to SARS-CoV-2 that's responsible for some of the disease's worst respiratory symptoms.

70

Number of vaccines currently being developed for COVID-19, according to the World Health Organization

44%

Share of doctors in a survey who used hydroxychloroquine off-label to treat COVID-19, although it's not approved to treat the disease

42

Number of days it took to develop the first COVID-19 vaccine to enter human trials

Finding the needle in the haystack

When Sumit Chanda first heard of the mysterious pneumonia-like illnesses spiking in Wuhan, China, last December, he had "an eerie feeling" the world was about to face a formidable viral foe. As director of the immunity and pathogenesis program at Sanford Burnham Prebys Medical Discovery Institute in San Diego, Chanda knew that if the new illness in China was indeed caused by a novel virus or bacterium, then doctors would need new ways to treat it—and quickly.

So he and his team started canvassing a 13,000-drug library created by the Scripps Institute. Like hydroxychloroquine, such approved drugs can "shave years upon years off the development process and the studies on safety," he says. "We want to move things quickly into [testing] in people." In a matter of weeks, he has narrowed the list of potential coronavirus drug candidates (which include ones similar to hydroxychloroquine), and hopes these finalists can soon be tested in people infected with SARS-CoV-2.

At Columbia University, Dr. David Ho, director of the Aaron Diamond AIDS Research Center, who pioneered ways of making cocktails of drugs more potent against HIV, is scouring a different library of nearly 5,000 virus-targeting drugs and their analogs to pluck out ones that could be effective against SARS-CoV-2. He's hoping to not only find something that can treat COVID-19, but also build a system that makes it easier to hit future outbreaks of novel viruses with the right drugs quickly, soon after they emerge. "We should not repeat the mistake we made after SARS and after MERS, that once the epidemic wanes, the interest and the political will and the funding also wane," he says. "If we had followed through with the work that had begun with SARS, we would be so much better off today."

Vaccines: the ultimate protector

As effective and critical as these therapies might be, they should ultimately act as a safety net for the best weapon against an infectious disease: a vaccine.

A vaccine that can prime the body to build an army of antibodies and immune cells trained to recognize and destroy the coronavirus would act as an impenetrable molecular fortress blocking invasion and preventing disease. But while the World Health Organization says scientists are scrambling to develop more than 70 vaccines against COVID-19, it will be a year or more before any will be ready to test in people. And that's with an already shortened timeline, thanks to new technology that enables scientists to make vaccines from the digitized genetic sequence of SARS-CoV-2 instead of having to grow large amounts of the virus itself. Researchers at Moderna Therapeutics hot-wired the development process and created its candidate in a record 42 days; doctors are already testing the vaccine in the first healthy volunteers.

Such quick development is setting new precedents for vaccine and drug discovery and should provide new templates that give humans a head start in the next race against microbes. "We know these viruses reside in animal species, and surely another one will emerge," says Ho. "We need to find more permanent solutions for treating them." ☐

Journalist **Mariane Pearl** continues to push forward her husband's search for truth

By Angelina Jolie

I HAVE KNOWN MARIANE PEARL FOR 15 YEARS, as a friend, mother, journalist, champion of the voices of women and an unconquerable spirit. We came together over a shared concern for displaced people, and in 2007, I had the privilege of being involved in a film telling her story. Eighteen years after her beloved husband, *Wall Street Journal* reporter Daniel Pearl, was murdered at the hands of terrorists in Pakistan, I spoke to her about overcoming trauma, raising a child in the wake of a tragedy and her perspective on the current moment.

I rang you as soon as I heard the news that a court in Pakistan had overturned the convictions of the four men accused of killing Danny, finding them guilty of kidnapping but not murder. The men were later rearrested. You spoke instead about people in Spain—where you live—suffering in the hospital without their families. It said a lot to me that you were thinking of others. Could you share your thoughts on the court's decision? The facts are clear, and those responsible for Danny's death belong in prison. The other day, [my son] Adam's honorary godfather called me from Pakistan. He wanted to share that everyone in both his professional and private surroundings was outraged by the attempt to reverse Omar Sheikh's sentence. That means everything to me. When I left Pakistan pregnant with Adam, hundreds of Pakistani citizens wrote to me, adding their names and contacts so I could see that they didn't fear reprisal for supporting us. I am not interested in revenge on terrorists' terms. What matters most is how other people react. That is where we have a margin to grow as a world: each individual's sense of integrity is our collective source of hope.

Can you speak a little more about that? Terrorism would have won if I had lost my faith in mankind, but the opposite happened. I believe even more in people's potential to remain dignified and empathetic, and I believe in people who strive for justice and the greater good. The more they hate, the more I love; the more they spread fear, the more I spread hope. Meanwhile, Adam embraces life, and Sheikh was never able to claim Danny's legacy. Adam wants to study physics and philosophy. He's also a talented guitar player and graphic artist who is teaching himself Arabic. He's going to Harvard. P.S. I've told Adam that I am embarrassing him, but it's all your fault. He said O.K.

A LIFE'S WORK

—

Empowering
Pearl's series of global workshops, Women-Bylines, has helped produce journalism and multimedia by and about women.

Bylines
Pearl's words have appeared in the New York *Times*, *Glamour* and the Huffington Post.

Memoir
In 2003, Pearl published *A Mighty Heart: The Brave Life and Death of My Husband, Danny Pearl*. The best seller was adapted into a film in 2007.

I remember, like it was yesterday, our sons Maddox and Adam sitting in your apartment in New York watching *The Jungle Book* while we were trying to make pasta. And now they are college students. I often think about the fact that when you lost Danny, you were pregnant. Was there a promise you made to yourself or to him that got you through? When we got married, Danny wrote a marriage vow that read, "Turn our lives into a work of literature." After he passed away, I understood what he really meant beyond the romantic thought itself. I promised him to honor our narrative of peace and understanding. I promised to keep listening to Led Zeppelin in the mornings. And that I would fight back every time despair and pain lodged in my head, advising me to give up on myself and others. I promised to keep exploring the human race and, through storytelling, shine a light on people who are both the opposite and the antidotes to terror.

How do you talk to children about hard realities? I believe in taking children seriously while respecting their rights to be children. In my own family, my father's suicide remained a secret until I was 17. As a teenager, I knew he didn't just die by accident as I was told, and that was very scary. When I discovered his suicide note, it was an odd but powerful relief. When I found out, we still were not allowed to talk about him, though. I believe proper communication would have spared me a lot of angst. Children don't belong to anybody but themselves, and they are entitled to their realities.

Every situation and trauma is different. Do you have any advice for people who are going through so much at this time? It's very difficult to give advice because pain is so specific. Hardships tend to shape people's lives, and it's our work as human beings to give them significance and to clarify what it is that we have come into this world for.

MARIANE: ANNA HUIX; DANNY: GETTY IMAGES

Danny was someone who devoted his life to the search for truth. Did you and he share the same view about journalism? I do believe in journalism. My faith has never wavered. That is not to say that we don't have serious problems with it today, ranging from economics to systemic assaults on truth. But ethics was our cement and still is to me.

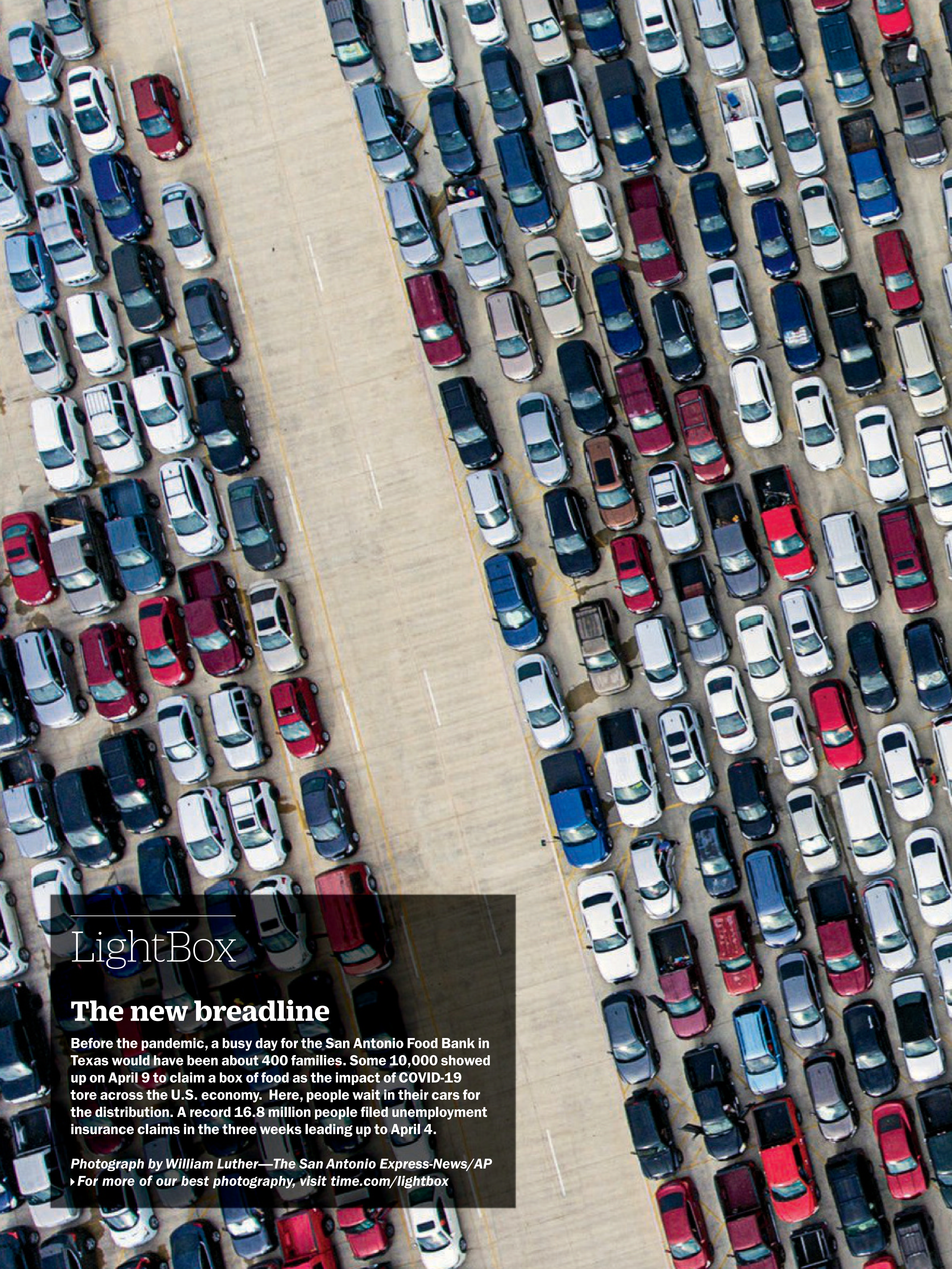
You've written about how easy it is for terrorists to manipulate the media. Is this still a concern? We are very predictable. That is why criminals perform their deeds in time for the evening news. The rush for attention-grabbing headlines reflects the economic model a lot of people work under. They're in it for the cause, but they stumble inside the profitmaking machine. For a long time, journalists were happy asking everyone questions but themselves. News was that straightforward. Now, journalism is only as good as the willingness of those who practice it to be honest when they ask themselves what they're in it for.

> *'It's very difficult to give advice because pain is so specific.'*
>
> MARIANE PEARL, journalist

I respect the work you do training women journalists with your Women-Bylines initiative. Could you tell me what drives you in this? The traditional media has easily overwritten the female gender until now. I find that the most exciting and promising event of our generation is the end of that era, which started with mankind itself. Today, we are still raped as a weapon of war or held as sexual slaves or we endure discriminations from another age. We also have three jobs and raise our kids alone. In Africa, the Middle East and all over the continents and across cultures, women stand for justice—refusing to be married off as children, mutilated, deprived of land rights or held back by countless discriminative laws. They are insisting on being part of the equation for the greater good.

With travel coming to a halt because of the virus, there will be much more focus on local journalists and photographers. There are excellent trained journalists in most of the places foreign correspondents used to cover. I remember discussing this with Danny. It feels completely wrong that people who have the knowledge of a place or situation and the right address books were just used as "fixers." Danny agreed with me, even though that thought seriously threatened his job.

How do you reflect this in your work? I try to combine the two: the rise of women and the recognition that people were entitled to report about their own lands. If you give women a voice, they are going to use it, and if they use it, it will be for justice.



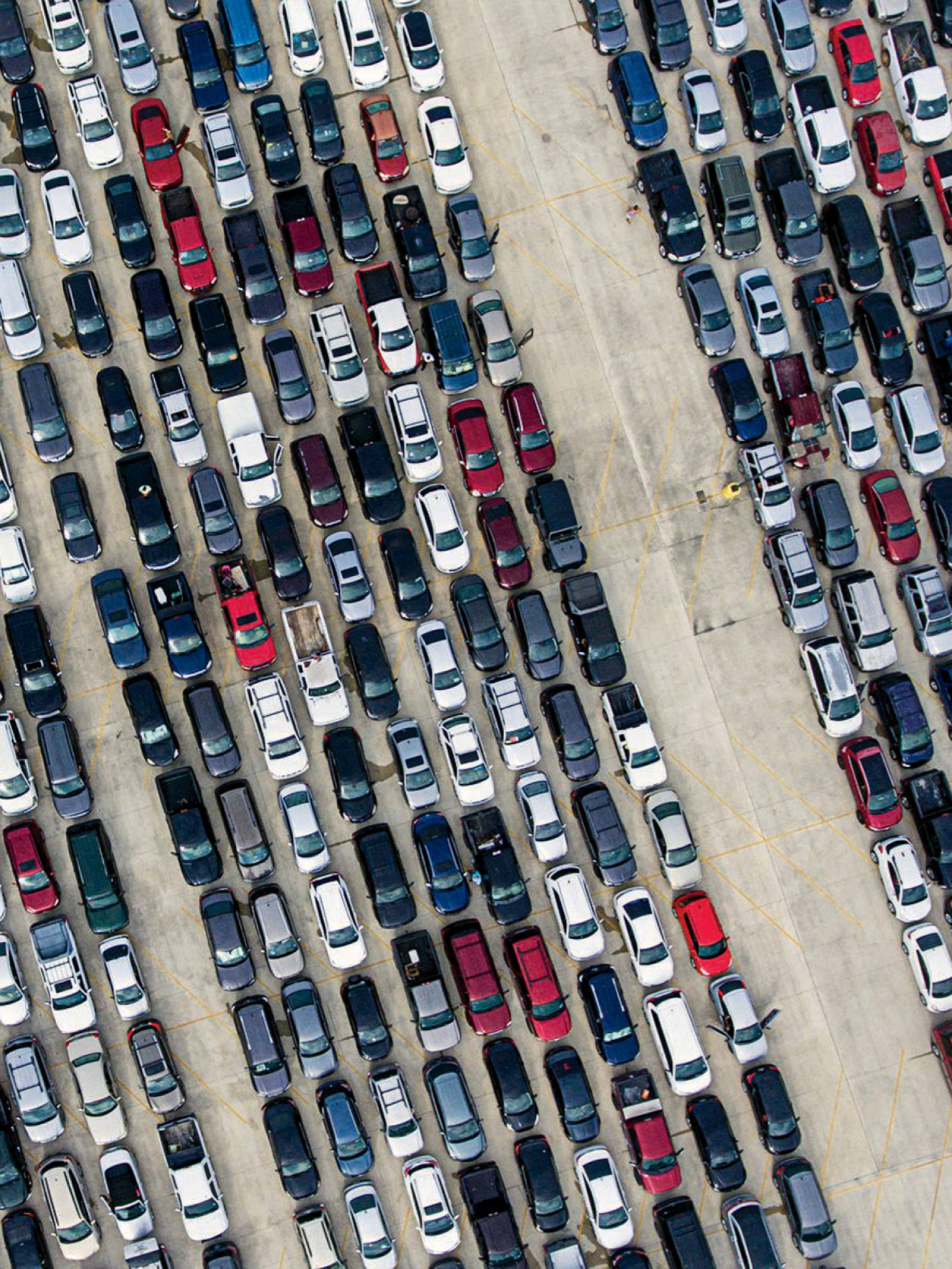
LightBox

The new breadline

Before the pandemic, a busy day for the San Antonio Food Bank in Texas would have been about 400 families. Some 10,000 showed up on April 9 to claim a box of food as the impact of COVID-19 tore across the U.S. economy. Here, people wait in their cars for the distribution. A record 16.8 million people filed unemployment insurance claims in the three weeks leading up to April 4.

Photograph by William Luther—The San Antonio Express-News/AP

▸For more of our best photography, visit time.com/lightbox



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The View

HEALTH

TESTING IS THE ONLY ANSWER

By Arthur Caplan and Robert Bazell

The CDC just announced new guidelines for "critical" employees to return to work after possible COVID-19 exposure. Take your temperature often. Wear a mask. Stay 6 ft. away from others when possible. Go home if you feel sick. It is well-intentioned advice. But it is not enough—not for "critical" workers, however defined, or for the rest of us. ▶

INSIDE

THE TRUCE TO STOP THE OIL WAR

PRENATAL VISITS IN THE AGE OF COVID-19

AT HOME WITH THE COLLEGE KIDS

Until we have a vaccine, which is likely a year or more off, or truly effective treatments, which may be just as far in the future, the answer is, as it has been since the start of this pandemic: testing, testing and more testing.

"Anyone who wants a test can get a test," President Trump famously proclaimed on March 6. We know how horribly wrong he was. A tragic, preventable combination of errors in the White House, the CDC and FDA kept this country from having tests to detect the new coronavirus as it spread through the population almost unnoticed. By March 6, when Trump insisted America had sufficient testing for all of us, fewer than 2,000 Americans had gotten a test.

A health worker tests for coronavirus at Lehman College in New York City on March 28

The testing situation is improving. By April 14, around 3 million Americans had gotten COVID-19 tests, according to the COVID Tracking Project. Tests are becoming easier to access. The Department of Health and Human Services just promulgated rules allowing tests to be administered in pharmacies, and its civil rights division said it would not enforce HIPAA rules to allow more widespread community testing. Gates Ventures is funding a demonstration project that can deliver and pick up testing material for homes in the Seattle area. Abbott Labs won FDA approval for a test that can deliver results in less than 15 minutes.

So what will adequate and repeated testing mean for going back to work and returning to some semblance of normality? We think before anyone flies out the door to head to work or participate in other aspects of public life, we need what some have dubbed the "immunity passport." Everyone in the country who wants one should get a booklet or a phone app that has verified information from your local pharmacist, doctor or another authoritative source on your COVID-19 infection status. That is the proof that it is safe for you to be in close proximity to other people.

Safety will require frequent, perhaps daily, testing and documenting. Being negative today says nothing about tomorrow. While this system would be expensive to implement, such a cost would be trivial compared with the economic pit into which the virus is driving this country and the world.

It would not infringe on civil rights because no one would be required to carry this passport. And it would be perfectly ethical for a business such as a factory, grocery store or restaurant (remember restaurants?) to require them of employees before starting work and of customers before entering. The same could be required of anyone wishing to board a plane or train. Everyone would know they were in a COVID-19-free environment.

THE TEST WE'VE BEEN DISCUSSING so far is the one to detect infection with the virus (the so-called RT-PCR test). There is a second test that is even simpler, one that detects antibodies to the virus in a drop of blood, which would presumably indicate a person has been infected and recovered or had an infection with no symptoms. An antibody test could mean that a person is immune to infection for months or years. But that has yet to be proven. It's why the British government, which had said it would distribute antibody tests widely, has backtracked on those plans.

But the best guess of most experts in the field is that a positive antibody test will indicate protection from future infection. And while you would need repeated RT-PCR tests to ensure you remain negative, once you are positive on an antibody test you would be home free, at least for a certain period of time. That, if true, would convert some folks to first-class passport status.

With testing and documentation, even in the absence of a vaccine or treatments, we could start to live in a world where we no longer fear COVID-19. If we are going to rescue our sanity and our economy, sufficient testing and a new kind of document are the answers.

Caplan is the director of the division of medical ethics at the NYU Grossman School of Medicine. Bazell is an adjunct professor of molecular, cellular and developmental biology at Yale, and the former chief science and health correspondent at NBC News

SHORT READS

Highlights from stories on **time.com/ideas**

Counting lives

Numbers are supposed to be finite, but they take on new meanings when they represent human lives, writes TIME editor at large Nancy Gibbs: **"What measure of loss that would have once been unthinkable will we come to find acceptable?"**

Rethinking elections

The coronavirus means in-person voting is a threat to public health, and Democrats have proposed measures to ensure Americans still have a say, writes Carol Anderson, author of *One Person, No Vote:* **"Far too many Republicans, however, seem to have decided that a deadly virus for which there is no vaccine can be used to suppress voter participation."**

Medical warriors

Retired Admiral and TIME contributor James Stavridis used to deploy overseas for months while his family worried about him at home. Now his daughters are married to doctors and one is a nurse, and he's the one worrying. We should all say to medical professionals what we say to military personnel, he writes: **"Thank you for your service."**

TEST: JOHN MOORE—GETTY IMAGES; PIGS: MARK SCHIEFELBEIN—AP

THE RISK REPORT

A Trump win for petroleum states

By Ian Bremmer

ON APRIL 12, A COLlection of the world's leading oil-producing countries agreed to production cuts that ended a brief but destructive oil-price war. And not a moment too soon, given the damage to a global economy already reeling from the impact of COVID-19.

The war began in March when Saudi Arabia, the world's leading oil exporter, moved to teach Russia, the world's No. 2, a bitter lesson. For three years, they had coordinated limits on their respective oil exports to ensure that in a world where the U.S. had added millions of barrels of daily production in recent years, prices remained high enough to ensure healthy revenue for their governments.

Trump proved that the U.S. President can still convene powerful countries around a table to make a deal

Then, five weeks ago, the Russians refused a Saudi request to limit exports further. In retaliation, the Saudis promised to drown the market in crude and to cut the price that Europeans pay for Saudi oil to slice into Russian market share. The Russians, flush with cash in reserve and hoping lower prices would damage U.S. shale-oil producers, refused to blink.

The fight quickly got out of hand. Flooding the market with crude at a time when the novel coronavirus had already dropped global demand for oil by some 25% not only bankrupted some privately owned oil companies but also pushed some oil-export-dependent governments into fiscal crisis. In addition, it heightened fears of a doomsday scenario in which sharply reduced global demand for oil would render excess crude oil essentially worthless.

THEN, AFTER A WEEK of informal talks and arm-twisting by President Donald Trump, a larger group of countries agreed to coordinate cuts with the Saudis and Russians to push prices higher and end the crisis. Saudi Arabia pledged to cut about 4 million barrels per day (bpd) to its lowest level of output in nearly a decade, according to Eurasia Group's research. Russia promised a reduction of 2.5 million bpd. The U.S., Brazil, Canada, Mexico and Norway joined OPEC countries to promise smaller cuts. Add scaled-back drilling and bankruptcies forced by the price war, and global oil output could fall by 15 million to 20 million bpd in coming weeks. But this grand bargain won't help oil producers as much as they would like. The COVID-19 lockdown has dropped demand for oil by about 25 million bpd from a precrisis level of about 100 million bpd. As countries recover, their demand for crude will rise again, but that will take time. And some countries in this deal will cheat. Oil deals never deliver all they promise because it's easy for some to sell more than they promise. That's especially true for countries like Russia that move large volumes of crude by pipeline.

Who won the oil-price war? Nobody. Mohammed bin Salman, Saudi Arabia's impetuous crown prince, hasn't done himself any favors. As with Saudi involvement in Yemen's civil war, the murder of journalist Jamal Khashoggi and other matters, the prince has wreaked havoc with little to show for it. As for the Russians, they underestimate the resilience of the U.S. shale-oil companies.

If there is a winner, it might be Trump. In brokering this deal, he proved that the U.S. President can still convene powerful countries around a table to make a deal. It's also the first time in decades an American President has pushed for higher oil prices, a reminder that the U.S. is now the world's leading oil producer.

It's a rare win for international cooperation as well. Not since the global financial crisis have countries with such varied interests agreed on something that will produce such an immediate positive effect for all of them. □

HEALTH

Rethinking our food system

How do we stop the next pandemic? By taking a long, hard look at our relationship with the natural world and particularly with the animals that sustain us. SARS-CoV-2, like the influenza virus and many other disease-causing microbes, initially infected an animal—probably a bat in the case of SARS-CoV-2. The term for when such a microbe jumps the species barrier into humans is *spillover.*

The last century saw a lull in spillover, largely due to improved nutrition and hygiene, but it has been increasing again in recent decades. This is partly to do with the sheer number of us and the extent to which we're connected around the globe. But there is growing evidence that it is largely about the way we produce our food—in particular, the ways in which modern farming forces humans, animals and microbes together. The problem extends to food-production systems on all continents.

If the world's experience of COVID-19 has a silver lining, it could be that it galvanizes us to take seriously our role in manufacturing our own diseases.

—Laura Spinney

A pig farm in northern China's Hebei province in May 2019

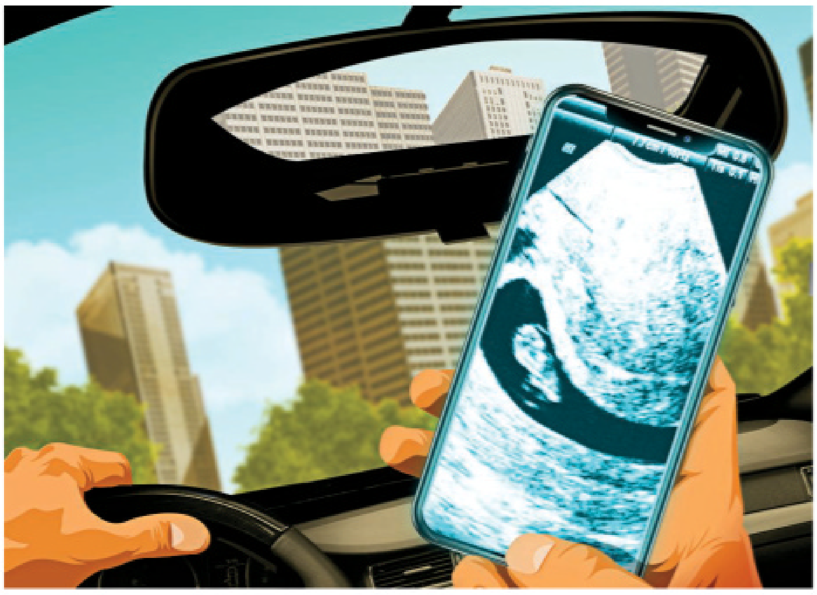
FaceTiming with our baby's first ultrasound

By Joseph Horton

I'M SITTING IN MY CAR IN THE PARKING LOT OF A HIP Mexican restaurant in Oakland, Calif., FaceTiming with the ultrasound. It's a blob—it's always a blob—but I'm missing something. The connection is fuzzy, the sound cuts out, and the sonogram circles freeze and unfreeze black and white. The doctor I've never met is pointing to things I can't see. This is our first kid, our first appointment. I'm not allowed in the room or in the hospital. I'm across the street.

Our visit was rescheduled three times. I know what day of the week it is only because of this appointment. I'm looking at my kid on my phone in my car, and in front of me on the street, there's a sparse but steady stream of people in masks. Welcome to the world, kid.

The phone suddenly tilts to a nurse technician, expressionlessly masked, then down to the floor and a wall, and then I can hear the heartbeat. Perfectly. I can't see anything, I can't ask any questions, I can't be inside, but I can hear it. It is the only part of this that is perfect.



Apparently in the room they have turned the volume up just for me. It fades. I think the doctor is talking to me.

"It's nice to meet you," I offer aimlessly, "even now."

"I won't see a man *for months*!" she jokes from somewhere.

My wife says she needs to go and hangs up.

I reflexively screenshot the last look I get at the sonogram. More than anything, it's an instinct to save something from this moment. I enlarge it, spin it around, try to make sense of it. I am looking at a picture of sound echoing off someone I haven't yet met.

A car honks behind me, and a masked and gloved restaurant runner brings a takeout order to the driver's window. I'm close enough to smell it, and it's amazing, and for a minute or two, the only thought I can hold in my head is a list of my all-time favorite burritos. I feel guilty. I look at the blob again. I wait.

> *I don't feel anything other than relief—not the presence of joy but the brief absence of dread*

My wife doesn't call back. I send the picture to my parents. They text back, and I FaceTime them. They're cleaning the basement of their house in Colorado. Quarantine bottom-of-the-barrel stuff. Later, my mom will send me pictures of my old baby photos, fittingly blurry and slightly out of frame. My mom starts crying; she asks if I cried. No, I say, I didn't really have a reaction. She shrugs this off. Don't worry, she says, you will.

In the moment, I don't feel anything other than relief—not the presence of joy but the brief absence of dread. The kid looks good, the doctor said, and the hospital is open, and the curve in the Bay Area may be flattening, and my wife is finally able to see someone.

So we wait again. We are consumed by daily uncertainties we never imagined worrying about, which, we are told, is parenting, but we also wonder what the street will look like on the next visit, a month away, a date that now feels both immediate and impossibly distant. We will sit at home with nothing but time, and yet I cannot find the time to feel this.

I KNOW IT is an inconvenience only, that many lives now are so much more precarious. This is just our first appointment, and there will be others, but I may always be joining from the car. I am told I will *probably* be allowed in for the birth, but no one knows what the world will look like next week, much less in November. The baby is healthy, especially for relative old-timers like us. The right parent—in every way—was in the room, we had our questions answered, and all that is what matters. I think about the actual, mandatory closeness my wife and I will share, that we as a family will share, in these months, and how we are lucky.

But I've missed something. I'll have this strange memory forever, a story that will be funny if our nostalgic normal returns, an anecdote instead of a feeling, but it's not a good trade. We are all imagining the better versions of ourselves when we re-emerge, more appreciative and patient and grateful, and I hope those feelings come and that they last. For now, we are calling out to that future and waiting for the echo to bounce back.

I see my wife across the street, and she waves. When she sits down in the car, I say, "Tell me everything," and I mean it, and I hold the only hand that I can hold.

Horton is a writing instructor at the University of California, Berkeley, and the University of California, Davis

ILLUSTRATIONS BY TAYLOR CALLERY FOR TIME

When the college kids come home

By David French

WHEN MY COLLEGE KIDS RETURNED HOME AFTER THE University of Tennessee canceled live classes for the semester because of coronavirus, my wife and I laid down the law. "You're in a functioning home now," we said. "This isn't a college dorm. We'll go to bed at a decent hour and get up at a decent hour."

Exactly 10 days later, I found myself logging on to the online multiplayer video game *World of Warcraft* at 1:30 a.m., just minutes after we finished bingeing *Tiger King* on Netflix. I logged off at 2:40 a.m. My college son was already fast asleep.

We fought the good fight against the college life, and the college life won.

We're all students now. Or, to put it more precisely, we all live like students, but two of us are still parents, and we confront one of the most profound parenting challenges of our lives: How do you lead a household through a crisis when everyone is smart enough and sophisticated enough to understand that at the end of the day, everything might not be O.K.?

Before we talk about the challenge, let's talk about the fun. Spend much time with college students, and their lifestyle exerts an irresistible pull. Should I work on a 1,500-word piece on the constitutional right to interstate travel, or should I look at dog videos on TikTok while talking about theodicy (the theological exploration of why God permits evil) with the future seminarian in the house?

The answer, as every good student knows, is "yes to all." In college, there is no *or.* There is only *and.* I will watch that video, and I will do my research. I will talk late into the night about the great questions of life, and I will also write my essay. But that doesn't mean you've transformed from parent to friend. You still parent.

These same students are still looking to Mom and Dad to set an example

The students in my house have lost jobs. One of them has lost a real graduation. They're scrambling to figure out how to master difficult subjects in an online-only learning environment. And they don't know if a functioning economy awaits them on the other side.

Moreover, they can't necessarily look to you for superior knowledge. Smart college students absorb information at a tremendous pace. They can learn about flattening the curve, transmission rates, symptoms and mortality rates as fast as or faster than any other American adult. In other words, unlike when our children were young, we can't shield them. We can't worry for them. Because they know the truth, they worry right along with us.

BUT MOST PARENTS still do have something their college kids don't: important, relevant life experience. If you've lived long enough to parent a college-age kid, then there is a good chance you've faced the kind of crisis or challenge where you frankly did not know if everything was going to work out. You didn't know if the terrible crisis would pass.

Perhaps you faced a health scare or a lost job and mounting bills. Perhaps you've been deployed and confronted the mortal danger of the battlefield.

If so, then you know there is a key word that helps you endure. You make it—or you don't—together. That's the experience of the "band of brothers" in the extremes of war. You don't know if you or any of your friends will live through the day, but you know that regardless of what comes, you face it as one.

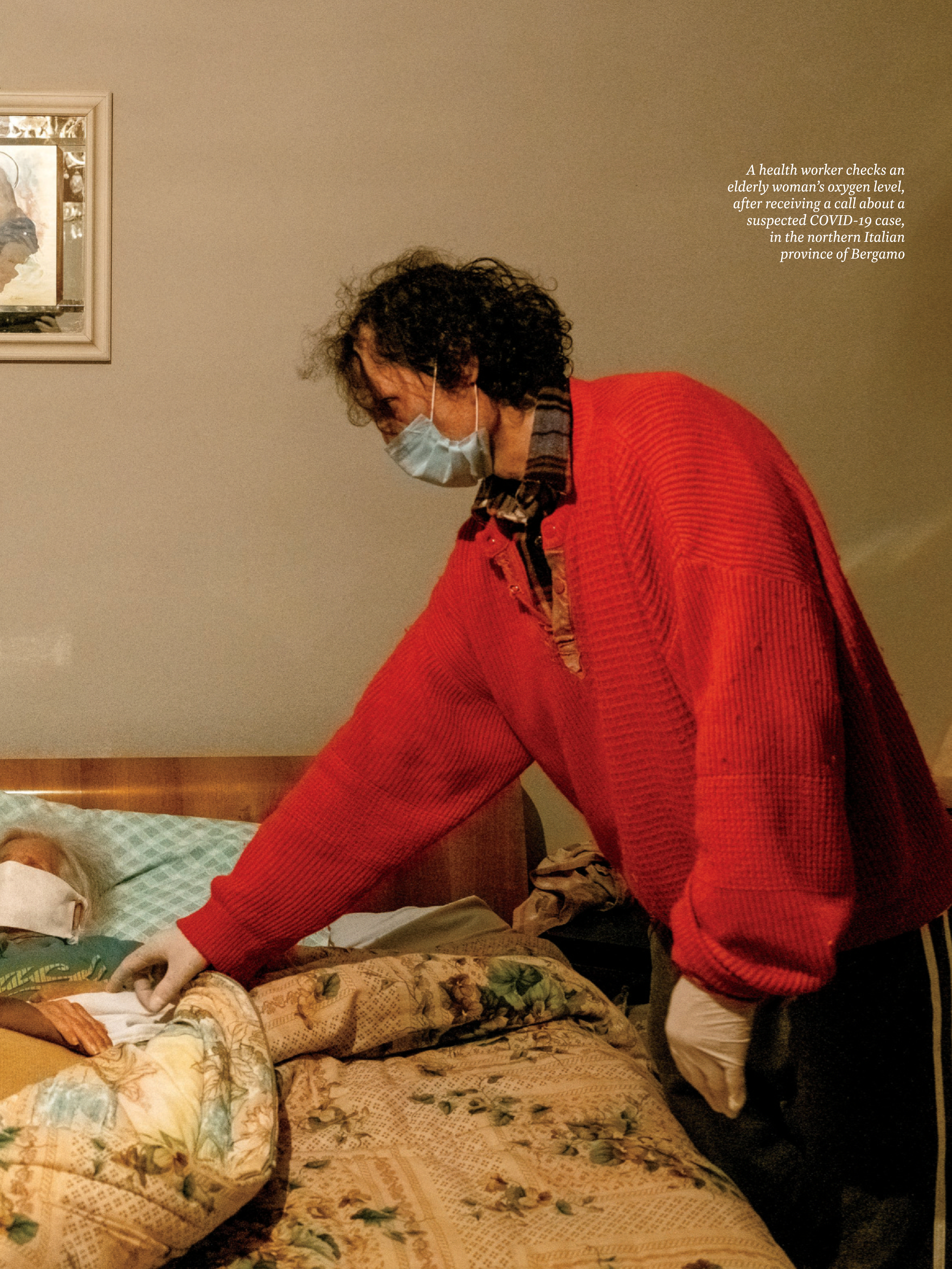
There are many millions of American empty nests that are full again. Parents and adult students are adjusting to life together, with all the tension and joy (even in crisis) that entails. These same students, as brilliant as they may be, are still looking to Mom and Dad to set an example. We can do that. We should do that. Not by sugarcoating away the truth or trying to reassure kids that everything will be fine, but by assuring them that whatever the future brings, we'll face it as a family.

French is a columnist for TIME

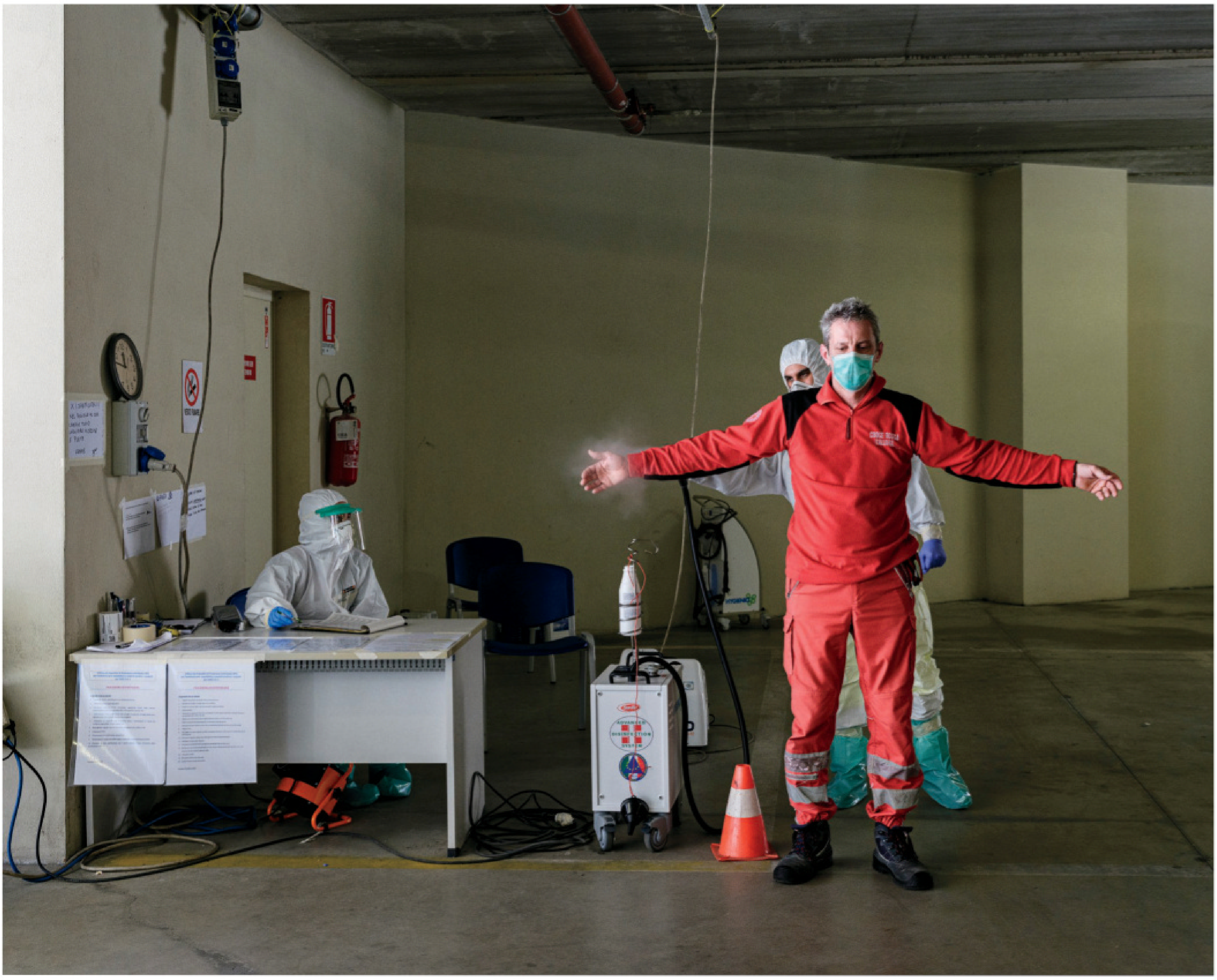
My Beautiful Country, Laid Low

ITALY UNITES TO BATTLE A PANDEMIC

PHOTOGRAPHS AND TEXT
BY LORENZO MELONI



A health worker checks an elderly woman's oxygen level, after receiving a call about a suspected COVID-19 case, in the northern Italian province of Bergamo



An emergency worker is disinfected after an ambulance brought a suspected COVID-19 patient to the hospital in Parma, southeast of Milan

MAGNUM PHOTOS

IT WASN'T LONG AFTER MY arrival at the hospital in Brescia that I smelled something I know too well. I have smelled it many times working as a photojournalist in conflict zones. I do not actually know if it is the smell of death or the smell of a sterilizing product or something like a mix of both. It is a smell I am not used to when I hear people around me speaking my language, Italian.

A security guard tells me I am in front of the wrong entrance, then backs away. I am perceived as dangerous: he thinks I am ill and looking to be hospitalized, like the many people who arrive here every day. From a distance, I cannot hear what he is saying to me behind his mask. Every word is audibly distorted beyond recognition.

When I am no longer considered a threat, I am taken to a room with about 20 beds. I am wearing a cap, protective coveralls and glasses, and shoe coverings. I hear a sibilant whirring sound. It is the oxygen, they tell me. Each of the patients' heads looks as though it is enclosed in a glass ball. I cannot tell if these people are conscious, until a man instinctively tries to touch his face but is unable to do so.

Above the beds, you can see their names and dates of birth. Often, it seemed as if the eldest of our country were being targeted by the coronavirus. But here is a man my age, 37. I am not immune.

I look around to take some pictures, but there is nothing I want to capture. I do so anyway, to try and justify my presence in this place to others. To justify it to myself. I want to believe that it is important for history. But what history will this story teach us?

I did not think much about the virus emerging in China when I heard about it in January. It was only after it had spread to Italy, and the northern region of Lombardy became the European epicenter, that I realized how protected we can feel in our small bubble—and what happens when that protection shatters. The pandemic shows us that

In nearby Piacenza, a military field hospital was constructed to accommodate dozens of COVID-19 cases

all of us are closer and more connected than we think.

The purpose of this trip was to tell the story of how, in just a few weeks, Italy had become unrecognizable. By the time I crossed the border into Lombardy on March 13, hundreds were dead. By mid-April, more than 20,000 people had lost their lives.

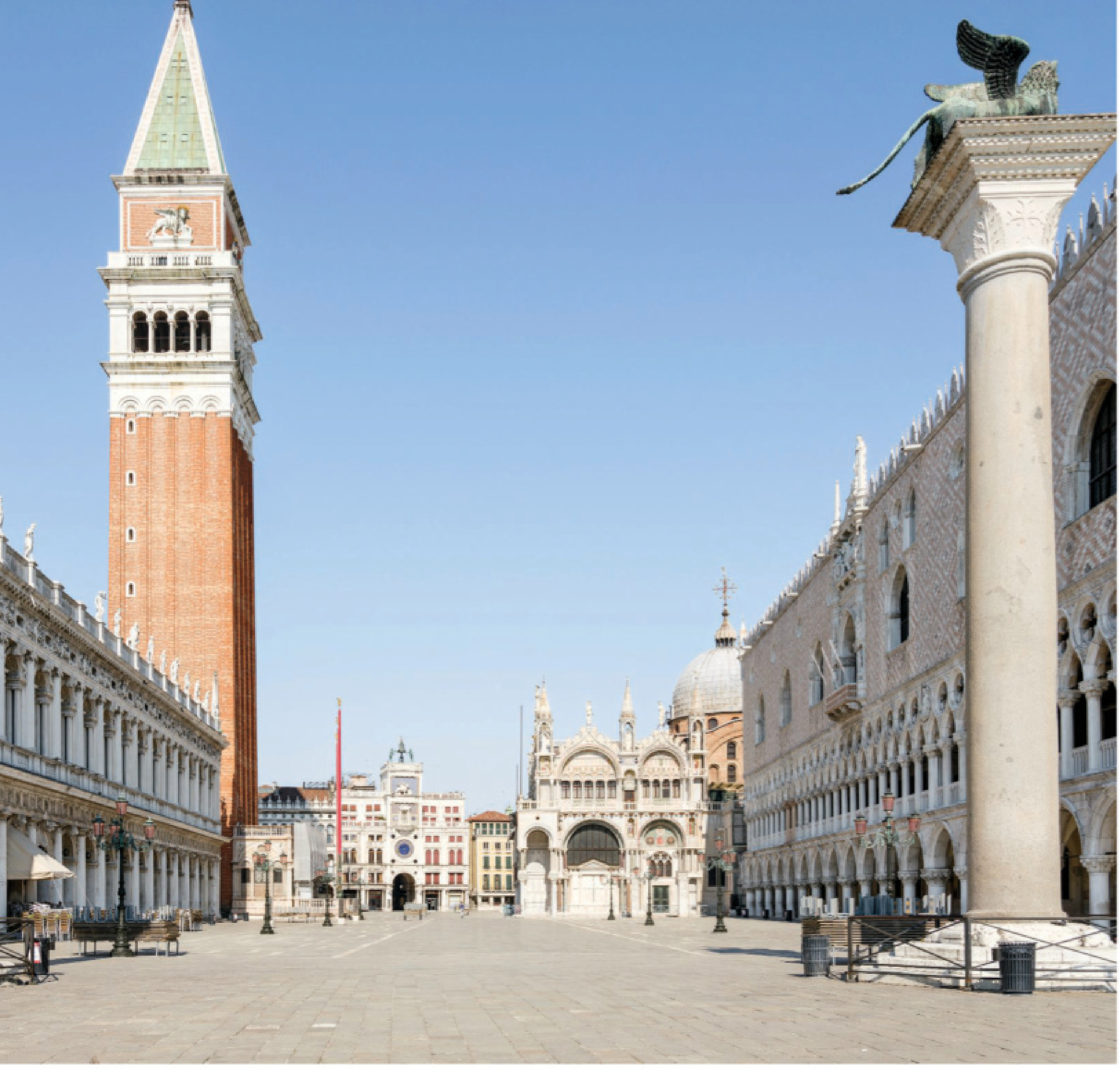
I visited towns ravaged by the virus, small and large. In Seriate, I saw more than a dozen coffins laid in rows on the floor of a chapel. In Nembro, a town of 11,000 where local volunteers told me more than 120 people had died by the time I visited, residents were making their own face masks in the back of a factory, then distributing them to others, free of charge.

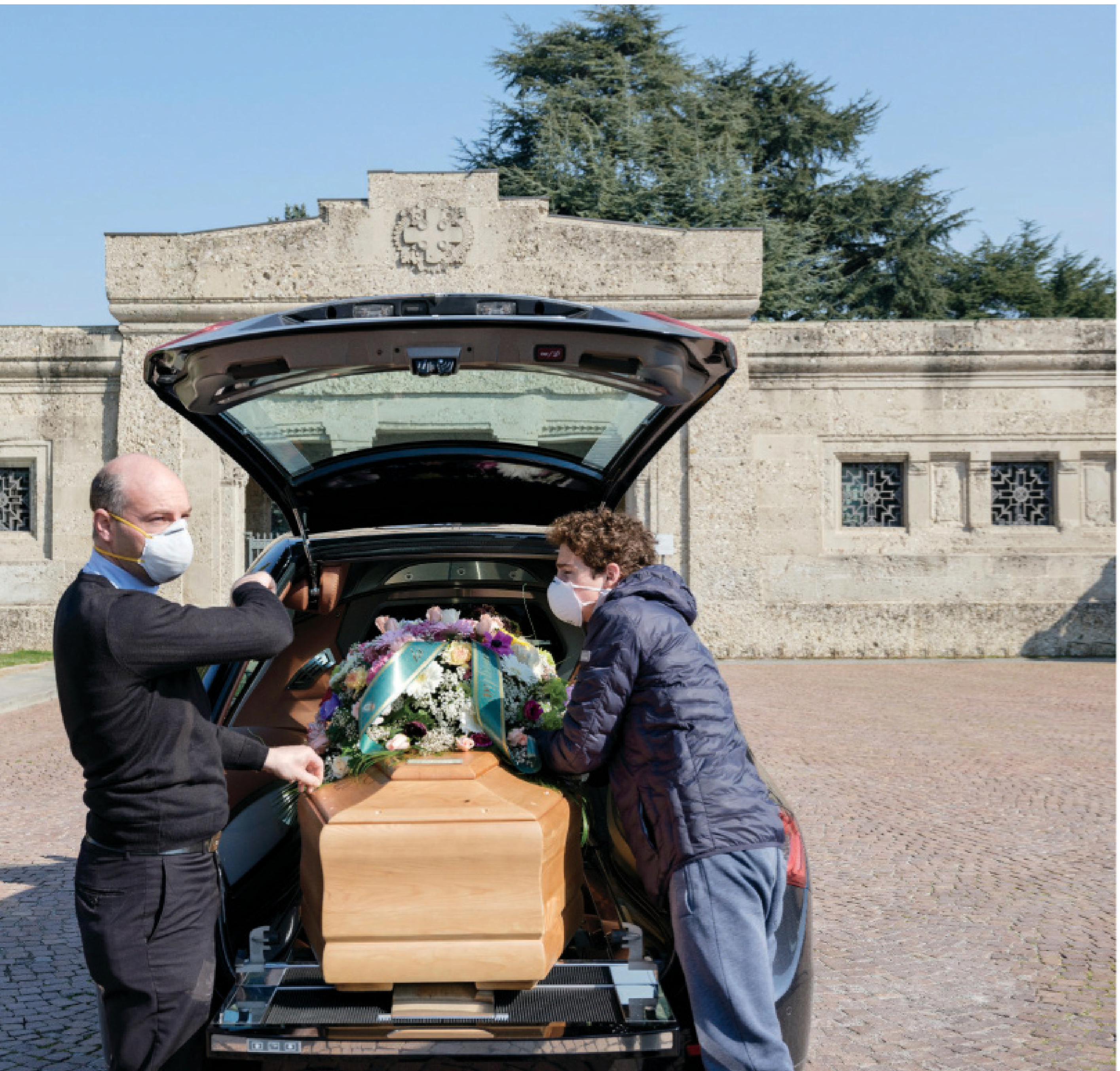
In Ravenna and other places, I witnessed firsthand the bravery of our doctors and nurses, many of whom have sacrificed their lives to treat the unwell. I saw them sweat and toil, and I saw them cry for lost colleagues. Every day they work, it is a double shift.

I also went to our busiest cities, to see how they had become semideserted shells of themselves. From the empty Piazza del Duomo in Milan to St. Mark's Square in Venice, the lawn near the Leaning Tower of Pisa to the streets around the Colosseum in Rome, the throngs of tourists had disappeared. Instead, you could see police, the armed forces, traffic wardens, various Italian ambulances and hearses, coming and going steadily.

The silence in the city squares scared me. For Italians, *la piazza* symbolizes our culture and our social life. It's where we go to be together. Now, there is no noise at all. How do you photograph silence?

I've heard this called a "war"—that we are in the "trenches," and medical workers on the "front lines." My friends from Syria, Libya, Iraq and Yemen ask how I am and how my family is doing—and not, for once, the other way round. But to me, this is no war. There are no sides, and there is no alternative to victory. We will only overcome this virus if we do it together.





Clockwise from top left: Don Renzo, the parson of Ospedali Riuniti Padova Sud in Monselice, near Padua; an empty St. Mark's Square in Venice; an undertaker and a young family member accompany a coffin at a cemetery in Bergamo; workers produce face masks at the Prada factory in Montone

From left: Linda, a nurse coordinator in the COVID-19 ward at Santa Maria delle Croci hospital in Ravenna; discolored obituary portraits at the printing plant of L'Eco di Bergamo, *a newspaper that dedicated more pages to accommodate the death toll, in Erbusco*

HELP SAVE THE FRIDGE

The fridge needs help. Because much of the energy we need to power it produces waste, pollutes the atmosphere and changes the climate. We can transition the way we produce and use energy in a way that will contribute to a sustainable future. We're campaigning in countries all around the world to provide the solutions for governments, for companies and for all members of society to make the right choices about energy conservation and use. And you, as an individual, can help just by the choices you make. Help us look after the world where you live at **panda.org**

Spitsbergen, Norway.

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FINDING HOPE

The coronavirus changed our world in a matter of weeks, and possibly forever. In this special report, members of the **TIME 100** community—including leading doctors, scientists, politicians, artists, athletes and entertainers—share insights into how to navigate this new reality and offer solutions to the challenges, large and small, that we must face together.

PHOTOGRAPH BY JACKIE NICKERSON FOR TIME

HOW TO CONQUER A PANDEMIC

BY DR. JERRY BROWN

ONE OF THE MOST IMPORTANT LESSONS I learned from fighting the Ebola outbreak in Liberia is that you have to prepare before an epidemic has reached your doorstep. You have less to lose if you make adequate preparations and don't get hit than by waiting for the disease. By then you could be overwhelmed and not able to contain it. Early preparation is key.

In the current pandemic, things are getting scarier every day in Liberia. We have limited capacity in many areas, ranging from human resources to equipment. Because many facilities are not prepared to handle cases of severe respiratory symptoms relating to COVID-19, they have begun to turn away patients, which may worsen the health burden in Liberia. So far, all our patients are responding to treatment, so people think we are not saying the truth about how bad this will be. The same happened in the Ebola crisis. Until people saw that others were dying, they had doubts that the disease existed. They won't believe if they are not seeing bodies.

> ***THE HEALTH WORKERS ARE OUR SOLDIERS ON THE FRONT LINE. WE NEED TO EQUIP THEM IF WE WANT THEM TO FIGHT MORE EFFECTIVELY***

That said, while caring for patients in extraordinary circumstances, you must remember it is God who saves lives. You may provide the right medications and have the right equipment, but if someone is bound to die, no matter what you do, you will end up losing the person. For me as a physician, this is the most painful part of my service.

There are no ventilators here to provide ICU care for patients. If someone with COVID-19 comes to me in severe respiratory distress, I can't do anything beyond provide supportive care, and slowly he or she may die in my presence. I will feel saddened about it, but I will not feel guilty. The best I can do as a physician is to use my knowledge and available resources to save as many lives as possible.

However, I have learned never to give up on any of my patients until he or she gives up the ghost. The patients you least expect to survive tend to live to tell the story. As we tackle this pandemic, we must not despair because we lost one of our colleagues or loved ones. Our goal is to save as many lives as possible. We need to abide by all of the safety measures as much as possible. If we get sick, we can't do our jobs.

ONE OF THE BEST WAYS to support frontline health workers is to first appreciate the sacrifices they are making to save lives in the face of limited resources. It doesn't have to be by providing them gold or diamonds or even money, but just a word of appreciation and encouragement. It is an assurance that they are not alone.

The health workers are our soldiers on the front line. We need to equip them if we want them to fight effectively. They need a safe work environment and the tools to execute their duties. As we would do in warfare, we have to look for all available ammunition and sophisticated weaponry so they can win that fight.

This pandemic has proven that no one nation is supreme. It is time we forget our differences and fight this disease as a united force. We have to understand that no matter how small or weak a country or person may be, there is something he or she has to offer to the good of the world. If we think it is a disease belonging to the Africans alone, or the Chinese, we are getting it wrong. As long as we continue to have COVID-19 in one country, the rest of the world is not safe. We must work together to defeat it.

Brown is CEO of JFK Medical Center in Monrovia, Liberia

ADVICE

WORDS TO LIVE BY

We asked members of the TIME 100 to tell us the best advice they've given or received about keeping hope during tough times. Here's what they said:

Kevin Kwan

There's an Instagram post going around: "Your grandparents were called to war. **You're being called to sit on a couch. You can do this."** Right now I'm drawing much inspiration from my grandparents, who survived the Japanese occupation of Singapore during World War II with grace and kindness.

Kwan is an author

Misty Copeland

Take things one day at a time. **Remind yourself of what's important in your life** and why.

Copeland is a ballet dancer

KWAN: EMMA MCINTYRE—GETTY IMAGES

THE ART OF ENDURANCE

We asked members of the TIME 100 to tell us about a piece of art—a book, a movie, a TV show, etc.—that is getting them through this moment. Here's what they said:

Shonda Rhimes

I wish I could be highbrow and say I am rereading all the works of Toni Morrison or Faulkner. But in restless, nerve-racking times like these, I want metaphorical comfort food. Right now, I am deep into bingeing ***American Horror Story*** for the first time ever and rewatching all of ***Brooklyn Nine-Nine*** and ***Parks and Recreation.*** All three are delightful and bring me joy.

Rhimes is a showrunner, producer and screenwriter

Now is the time for a national paid leave policy

BY KIRSTEN GILLIBRAND

WHENEVER OUR NATION has faced a national crisis, Congress has put partisanship aside and come together to pass bold, transformative policy. Following the economic upheaval caused by the Great Depression, Congress passed the Social Security Act to provide a safety net for the most vulnerable, and in the aftermath of the 2008 global financial crisis, Congress passed Dodd-Frank to regulate the risky practices of the financial sector and protect consumers.

While the end to the current COVID-19 crisis is still months away, it's clear that it too calls for bold legislation: the establishment of America's first universal paid medical and family leave policy.

The U.S. is the only industrialized country in the world that doesn't guarantee its workers some form of paid leave. According to the National Partnership for Women and Families, just 19% of U.S. workers have access to paid leave via their employers.

The current crisis exposed and capitalized on this deficiency. From the start, public-health experts were unanimous in their prescription for combatting the spread of COVID-19: "Stay home."

Unfortunately, for many Americans, particularly low-income and hourly workers, this guidance presented them with an impossible choice: ignore the guidelines in order to put food on the table, or forgo paychecks to keep themselves and the rest of us safe. That choice becomes even more complicated if you, your child or a loved one is sick.

But paid leave isn't just good for public health—it's also good economics. Many of the most prestigious employers in the country already offer generous paid leave because it helps them attract top talent and makes their workforce more competitive and productive. And not having paid leave comes at a high cost. According to the Center for American Progress, working families lose out on approximately $20 billion annually due to the lack of paid leave.

I know how much paid leave means to workers and to an organization. Not long ago, the mother of one of my staffers became extremely ill. He didn't have to ask permission to take unpaid leave to go home to be with her, nor was he forced to request time off to spend time with his family after she passed away. He didn't need to because he had paid leave. That's how it should be for every working American, not just the privileged few.

In 2013, Congresswoman Rosa DeLauro and I introduced the FAMILY Act, which would ensure that every worker can take up to 12 weeks of paid leave for a personal or family medical emergency or the addition of a child to the family. It creates a separate earned benefit, a family insurance program funded through small contributions by employers and employees—$2 a week each. Although the bill has not yet passed, it is currently supported by a majority of Democrats in the House—and the recent groundswell of bipartisan support for

GILLIBRAND: LAUREN LANCASTER; RHIMES: FRAZER HARRISON—GETTY IMAGES

^
Gillibrand, pictured in her Senate office in 2013, the same year she introduced the FAMILY Act to the Senate

paid leave suggests that the time is right for a change in our national policy. While I disagree with its approach, the White House is pushing a version of parental leave, and last year's National Defense Authorization Act provided parental leave for all federal workers.

The past month has also seen a substantial shift in attitudes on the topic. In early April, the University of Maryland's Program for Public Consultation conducted a poll on paid medical and family leave, and found that support had increased during the COVID-19 crisis, driven largely by a rise in Republican support. The poll showed that a majority of Republicans under the age of 44 support permanent paid medical and family leave, and even Republicans over 65 had seen an uptick in support since early March.

While it may be frightening to think about, another such crisis could happen in our lifetimes and we will all certainly face personal medical emergencies of our own. When these emergencies occur, we will all be safer and more financially stable with a national paid leave program in place. And given the growing consensus between Democrats and Republicans, there is no excuse to not get it done.

Gillibrand is a Democratic Senator from New York

^
Ressa was included in TIME's 2018 Person of the Year issue, as one of the journalists fighting disinformation and authoritarianism

DON'T LET THE VIRUS INFECT DEMOCRACY

BY MARIA RESSA

ALL AROUND THE WORLD, LEADERS ARE GAINING MORE power. That's what this pandemic demands: a coordinated whole-of-nation approach with a powerful conductor at its center. We have to be careful, though, that the measures we are taking to tackle this global crisis don't bring about another one: the death of democracy as we know it.

To deal with COVID-19, countries like India, Brazil, Jordan and Thailand are cutting press freedom and freedom of expression. In nations like Israel, South Korea and the U.S., intrusive surveillance has been imposed to track the movement of citizens, at the expense of human rights. These draconian measures give tremendous power to the men at the top of each system, whose values and judgment are subject to little or no accountability.

Several leaders are already taking advantage of that power. In Hungary, Prime Minister Viktor Orban can now rule by decree, indefinitely. In Romania, Chile, Bolivia and Israel, leaders are wielding immense new authority because of the virus, and are using it to consolidate control and marginalize dissent.

Then there is my country, the Philippines. President Rodrigo Duterte placed most of the country under a lockdown on the ides of March. Surrounded by men in uniform, he cut public transportation and talked about home quarantine, checkpoints and curfews, but said little about the virus or economic aid for those in need. Where will people get food and supplies, and what happens to daily wage earners, those who, as we say in the Philippines, are "no work, no pay"?

On March 24, he signed an expanded emergency-powers law euphemistically called Bayanihan to Heal as One—*bayanihan* meaning a community tradition of working together to solve a problem. Congress called an emergency session, and despite the lack of a coherent plan from Duterte, legislators passed the law he asked for within 24 hours, giving him $5.4 billion to deal with the pandemic.

While the Senate watered down Duterte's request to take over private businesses (he can now just direct these businesses to help the government), it did allow a last-minute addition penalizing those who "spread false information ... on social media and other platforms ... clearly geared to promote chaos, panic, anarchy, fear or confusion"—yet another measure aimed at stifling our free press. The penalty is two months in prison and a fine of up to 1 million Philippine pesos, or about 20,000 USD.

On April 1, Duterte publicly told the police that if people resist the terms of the quarantine, "Shoot them dead." The next day, that was exactly what happened in Agusan del Norte when a 63-year-old farmer was stopped at a checkpoint for not wearing a face mask. Drunk, he allegedly complained about the lack of food and help. The police report said he attempted to attack with a blade, so the police officer shot and killed him.

IT'S NOT ALL BAD NEWS: unlike Orban's, Duterte's emergency powers have a time limit of three months. Most Filipinos are vigilant online—demanding answers, wider testing for COVID-19 and personal protective equipment for health workers—basics that should have been supplied much earlier. After Duterte's direction to "shoot them dead," Filipinos on social media began demanding #OustDuterteNow.

The mission of independent journalism has never been as important as it is today, when decisions are being made without transparency. Now more than ever, facts matter. Truth matters. Checks and balances matter. While emergency powers seem necessary during these extraordinary times, let's not give up our hard-won freedoms. Getting them back may be even harder than taming a virus.

Ressa is CEO and executive editor of the Filipino news site Rappler

RESSA: JES AZNAR—THE NEW YORK TIMES/REDUX; FRIST: ILLUSTRATION BY GLUEKIT FOR TIME. ALAN POIZNER—THE TENNESSEAN/REUTERS; WINE: CRAIG BARRITT—GETTY IMAGES FOR TIME

How politicians can help doctors

BY DR. BILL FRIST

As a former heart-transplant surgeon and former U.S. Senator, I understand the frustrations many on the front lines of this pandemic are experiencing. Here are three things those doctors and nurses—dedicated but tired, anxious and feeling betrayed by government—wish policymakers would do:

First, strengthen supply chains of personal protective equipment (PPE) and diagnostic tests. We are in a battle with a cagey, deadly virus enemy, but we send our soldiers to war without armor and ammunition. The President should make the dire shortage of masks, shields, gowns and quick tests a national priority, beginning every press conference with a call to action. The tools are many; they should start with the Defense Production Act of 1950.

Second, create a single National Response Portal, conveniently accessible on a single iPad dashboard. To efficiently and wisely make life-or-death decisions in emergency situations, doctors need at their fingertips complete real-time information about the virus—where it is, how to test for it immediately, the timely return of test results, which proven treatments will work, what intensive-care-unit beds are nearby, the whereabouts of ventilators, how much disease is in the neighborhood. This virus is evolving fast. To win, we must evolve faster and smarter.

The portal, which would analyze public-health data, private-sector data, and mobility and traffic patterns, would also provide ongoing community monitoring that would speed the reopening of our schools and businesses as we relax social distancing—and again tighten it if COVID-19 begins to resurface. We'd know: Where is the enemy and where will it strike next?

Third, expand telehealth. I believe that telemedicine can replace more than 80% of routine visits with safe, convenient, quality care. And it is invaluable for infectious diseases like the highly transmissible coronavirus. Millions of virtual visits are already taking place now, made possible by temporary, emergency relaxation of highly restrictive regulations. But we need more: reasonable financial reimbursement for telehealth regardless of modality or location, and permanent cross-state physician licensing, which I estimate will increase physician capacity by as much as 40%.

Policy can go hand in hand with saving lives. Let's make it happen.

Frist is a former U.S. Senator from Tennessee

Shonda Rhimes

If you are feeling helpless, help someone else. If you are feeling alone, don't ignore another person's loneliness. If you are afraid, be brave for someone else. **Things feel more doable if they are not about you.**

Rhimes is a showrunner, producer and screenwriter

Bobi Wine

'TOUGH TIMES NEVER LAST BUT TOUGH PEOPLE DO.' THIS LINE ENCOURAGES ME, AND I HAVE USED IT TO KEEP UP THE SPIRIT OF OTHERS.

Wine is a Ugandan presidential candidate and pop star

PHOTOGRAPH BY ALBERTO CRISTOFARI

Q+A

HOW TO SPARK PRODUCTIVITY

IF YOU'RE ONE OF THE MANY PEOPLE worldwide who are now practicing social distancing by spending all day, every day, at home, you might be noticing all the clutter you'd been ignoring. In her new book, *Joy at Work: Organizing Your Professional Life,* tidying expert Marie Kondo offers her best strategies for creating a productive workspace. She spoke to TIME about pivoting that advice to make your home into a space that sparks both joy and productivity.

—*Annabel Gutterman*

What's the best way to make our living spaces more livable? In addition to selecting things that you want to keep—things that spark joy—and letting go of things that don't, consider how you're storing the items that spark joy for you. I do realize that we're not able to go donate anything right now, so taking care of how you organize things can really contribute to your overall sense of stability. For instance, you could take this time to go through your drawers and fold all of your clothes in a way that sparks joy for you. The accumulation of these small things can really make a big difference.

Many people now work in their living space. How can we keep those spaces separate? I like to have a ritual, whether it's meditation or chiming my tuning fork, that allows me to shift gears in my mind and let my body know that I am entering work mode. Another thing you can do: keep all the tools that you use for work on a little tray and store it away so that you only bring them out when you need to. So the transition from work time to private life is as distinct as possible.

What advice would you give people who share their home workspace with someone else? First, set up clear priorities of what's important to you, whether that's specific tasks or how you want to spend your time. Then share what you need from each other. It's something I do with my husband—we take out a sketchbook and write out what our goals are. The act of writing it out helps you visualize what you're thinking, understand where you have tangled emotions and come to a resolution. It's very important that we're aware of family members' and partners' work schedules for the day so we can complement each other, support each other and align our priorities.

What if they're messy?
Put all of your partner's work tools on a separate tray and put it away. Do what you need to do so that you have an environment in which you can focus.

How can we declutter things that are necessary for work but don't really spark joy, like emails and paperwork? There are three ways things can spark joy. The first category is things that directly allow us to feel joy. The second is functional joy, things that you use frequently that make your daily work easier. And the third is future joy, things that will contribute to your future plan for your career. For example, invoices themselves may not spark joy for you, but it is what allows you to get payment in the future, so in that sense it sparks joy. If a particular item can be categorized into any of those three, I'd choose to keep them.

What else should we be tidying up? It's very important that our mind is at peace when we are working. It's very hard to be effective and efficient when you have a lot of worries or anxieties going through your mind. You can meditate in the morning or even before bed. I like to spray some incense or fragrance in the air, just to help finish each day with positivity and gratitude. At the end of the day, try to focus on and appreciate what you did accomplish rather than what you failed to accomplish.

KONDO: CONTRASTO/REDUX; KAHIU: DIMITRIOS KAMBOURIS—GETTY IMAGES; MAYER: TAYLOR HILL—GETTY IMAGES

RECOMMENDATIONS

Wanuri Kahiu

I have fallen in love with the magnetic energy of **Sho Madjozi** and her song **"John Cena."** Her work is fun, fierce and frivolous—an absolute joy. She makes me smile, dance and press repeat!

Kahiu is a writer and director

Marissa Mayer

The San Francisco Ballet streamed their production of ***A Midsummer Night's Dream.*** We dubbed it "Balanchine in Quarantine" and watched it at home as a family. It was fantastic! I wasn't sure my kids were old enough to appreciate it, but they loved it and barely let me turn it off.

Mayer is the co-founder of Lumi Labs

Dear parents: You don’t have to be perfect, just be real

BY SAMANTHA BEE

IF THERE’S A UNIVERSAL through line in every conversation I am having with parents of school-age kids right now, it is this: “I miss my children’s teachers so much. When do we get to see them again?”

When I was in college, I didn’t know what I wanted to do with my life. A lot of people in my family suggested that I become a teacher. I heard it a lot: “Why don’t you use all of that *performance* you want to do and translate it into the classroom?” But I thought I’d be the worst teacher in the world. Teaching is a calling. It’s not something you just pick up because your original dream didn’t work out. You become a teacher because you want to be an educator and you’re good at it.

Recent weeks have shown that my impulse was correct. I should not be a teacher of anybody, least of all my children. The last thing they want is for me to teach them something. There’s an invisible barrier of learning between my children and myself: nothing penetrates.

People—parents especially—can be so hard on themselves. You’re never 100% great at everything you try. That’s not the way the world works. Usually you’re not even 40% good at the things you try.

During this period of upheaval, you have to show yourself some grace. You have to forgive yourself for doing a very bad job. Our children are supposed to rebel against us. They’re supposed to hate everything we say to them. They’re supposed to have a long period when they don’t listen to us. All of this makes it very difficult when their education depends on us. It really flouts all natural laws. So you can’t get angry at yourself and feel like you are failing if at certain points in the day you need to lock yourself in the cupboard and cry a bit—or a lot. I’ve eaten so many Rolaids in the pursuit of this. Just so many antacids.

WE ARE PART of the New York City public school system, and there was about a week when we were teaching our children without any lesson plans. The kids figured out quite early that we’re incompetent. My husband took the lead, and unlike them, I thought he did amazingly well. I was there to support, making snacks, making sure everybody had enough printer paper. He put them on a path of creative writing and expression and reading. At one point, I looked at my daughter’s computer, and she was working on a random assignment that he had given her. She had titled the document, “This is hell. This is hell. Please help me.”

I am 100% the mom who walks in on my children’s Zoom meetings with quesadillas. Their entire bodies cringe whenever they hear my knock on the door. They turn the brightest shade of red. I think they are grateful that we’re still working on *Full Frontal,* because it means we’re not bothering them as much.

We have no judgment about screen time now. We’re having ice cream bars in the afternoons. I comfort myself with the knowledge that half the time, they probably throw out the nutritious lunch I make for school and just eat Sour S’ghetti anyway.

If my husband and I are still shooting *Full Frontal* when my kids are finished with school for the day, they come out and help. They made me promise that I would buy them presents at the end of all this. They said, “We know that people get paid to do this for a living. Therefore, you owe us money. Therefore, you don’t have to give us money, but you do have to buy us a present.” I was like, That’s a solid argument, and they were good negotiators. So I have agreed to their terms.

I can’t believe that there are people who *want* to homeschool. I absolutely love having my children around. I want them to live with me until the day I die. I want us all to live in a big house together. My children do not want that, and I accept that, but the fact that

Hasan Minhaj

Right after you read the news, **try doing a physical activity.** Do push-ups, take a walk, do 25 jumping jacks. You’re going to feel panic and anxiety; do something physical to burn it off. It’ll give you clarity.

Minhaj is a comedian

Preet Bharara

SOMEONE RECENTLY TOLD ME, ‘IT’S STILL O.K. TO LAUGH.’ IT’S IMPORTANT.

Bharara is a podcast host and former U.S. Attorney

Chloe Kim

When we are faced with difficult or scary times, **it’s important to try and figure out what this moment is teaching us.** All of my best life lessons have come through difficult times.

Kim is an Olympic snowboarder

During the pandemic, Bee's children—ages 9, 11 and 14—have been helping film her show Full Frontal *after they finish their schoolwork*

BEE: JAVIER SIRVENT—REDUX FOR TIME

there are people who are choosing homeschooling is just mind-blowingly impressive. We were very, very grateful that public school remote learning started when it did. And my children were equally grateful to be able to interact with proper teachers. Teachers are our heroes right now. They need to get paid more. That's all I know for sure.

In addition to educators, I hope that this experience is making people see the people who do other jobs in a different way. I'm sure there are many people who previously didn't consider a grocery-store employee to be vital to their lives, but we've all seen that they are. We should all be tipping delivery workers generously. I hope we gain a more generous view of these jobs that are proving to be a lifeline.

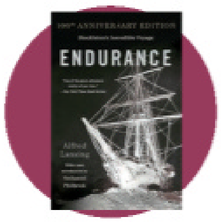
I also hope this moment has taught us about the connections we have to other people. The biggest change my family has made is that we are actually sitting down to the dinner table together, taking the moment to just sit together and evaluate the day. That's joy. Even if we do a bad job all day—as we often do—we are gathering in a different way, and I do hope that carries forward. Sometimes it takes a wild outside force to make you understand what's important.

We speak to our kids very frankly about the pandemic. We share our own anxieties. If they have questions, we answer directly. There's honestly not much that we know. We don't know when this is going to change. We don't know when we'll go back to normal, or whatever version of the before-times will happen in the future. We don't have a lot of clear answers, and that is certainly disconcerting. But we can only be our honest selves with them. And sometimes, honestly, we just need to get on the sofa and eat chips and watch *Lost.*

So parents, please know: there's real value in just being together. You're doing a great job. You're doing better than you think.

Bee is the creator, executive producer and host of Full Frontal With Samantha Bee

RECOMMENDATIONS



Scott Kelly

On my two long space missions, I brought a book with me: ***Endurance: Shackleton's Incredible Voyage,*** by Alfred Lansing. It's an inspiring story of leadership, perseverance and survival under the most trying conditions. I always felt that if my living situation ever got so bad, I would just read a few pages of Lansing's book, which would recharge me.

Kelly is an astronaut

Elise Stefanik

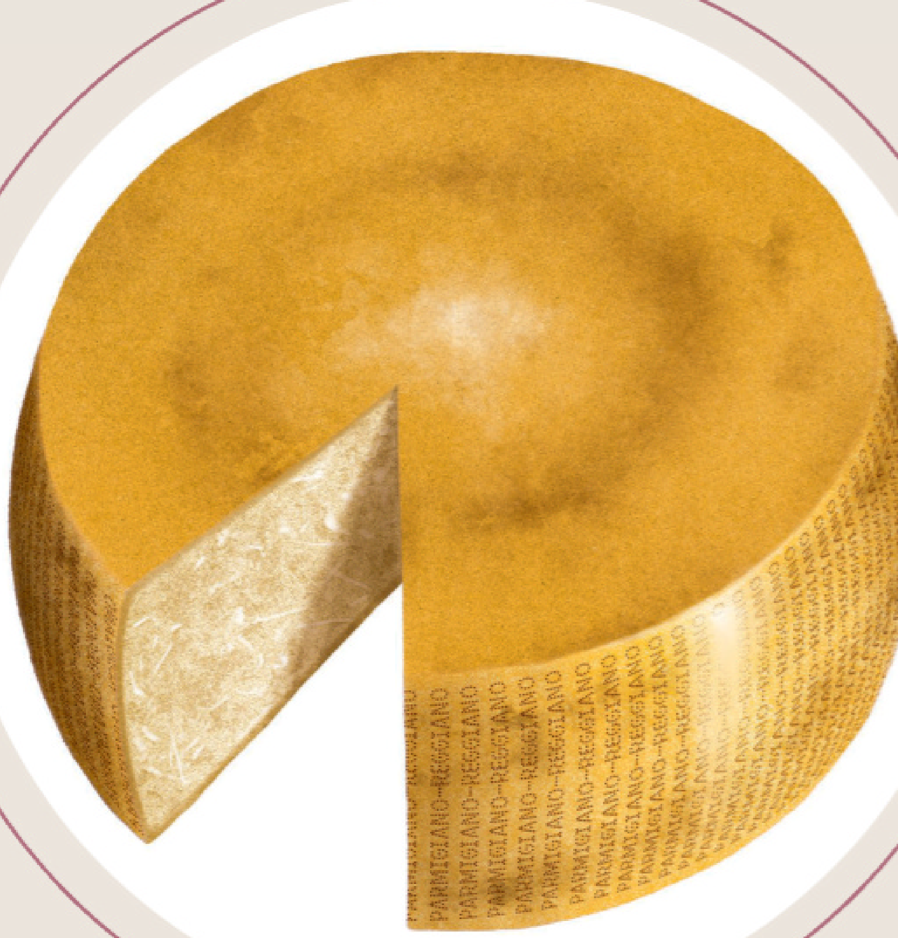
FAMILY PHOTOS ARE AMONG MY MOST PRECIOUS KEEPSAKES. MY PHOTOS BRING ME GREAT COMFORT IN THIS TIME OF CRISIS.

Stefanik is a U.S. Representative (R., N.Y.)

TAKING COMFORT

We asked members of the **TIME 100** what they've been eating to help cope during the pandemic. Here's what they said:

2.



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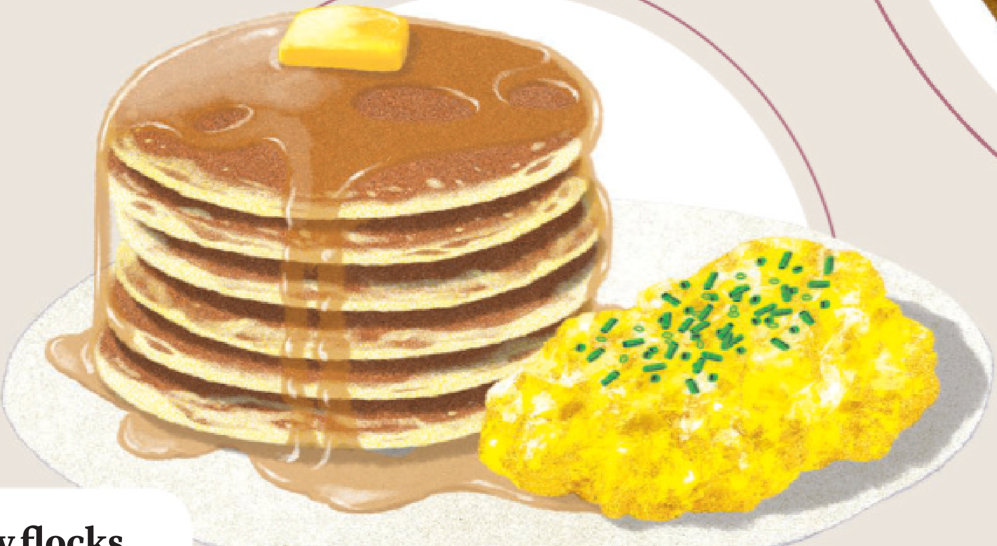

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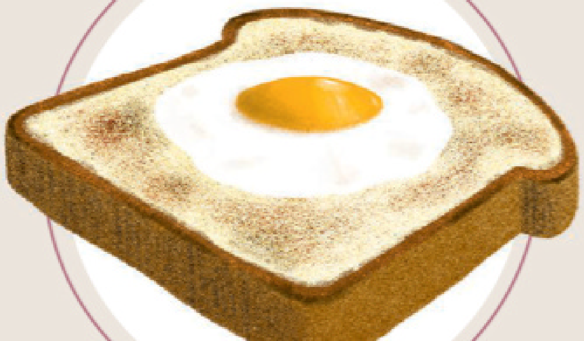


'My flocks of chickens provide me with dozens of eggs each day, and I am so grateful to them. Steamed soft-boiled eggs for breakfast, frittatas for lunch, soufflés for dinner—the options go on and on.'

1.
MARTHA STEWART
FOUNDER OF MARTHA STEWART LIVING OMNIMEDIA

'Passatelli in brodo. It is the ultimate Sunday-night comfort food: a hearty and satisfying meal out of almost nothing, just a dough of bread crumbs, grated Parmigiano-Reggiano cheese, eggs, a pinch of grated nutmeg and simmered in broth. Buon appetito!'

2.
MASSIMO BOTTURA
CHEF

'HONESTLY, PANCAKES AND EGGS WITH CHEESE. A CLASSIC SLAP OF A MEAL.'

3.
LIL NAS X
MUSICIAN

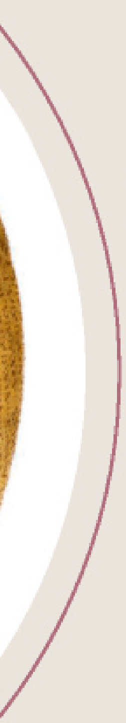
'Whiskey. For obvious reasons. I jest. Sort of.'

4.
SCOTT KELLY
ASTRONAUT

'The simplicity of salsa and chips. Comforting, consistent and easy in a time of crisis. But when this is over, nothing beats my mom's home cooking.'

5.
ELISE STEFANIK
U.S. REPRESENTATIVE (R., N.Y.)

ILLUSTRATIONS BY JASON RAISH FOR TIME



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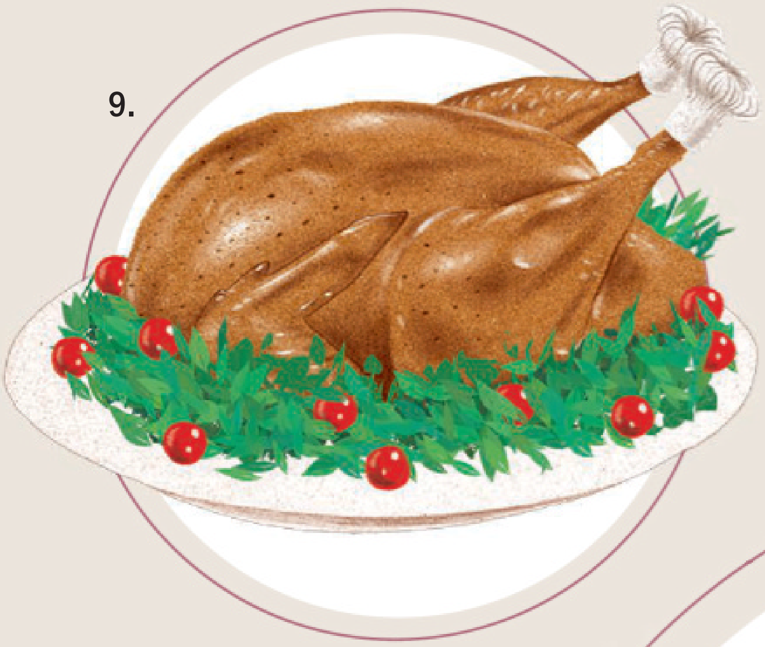


4.

2 METERS
6 FEET
Whiskey
18 year
40% abv 750 ml

7.

‘Chinese hot pot can bring the family together to have long, from-the-heart conversations. It’s easy to make, accommodates each person’s individual taste, and everyone can participate from preparation to cleanup.’

6.

KAI-FU LEE

CEO OF SINOVATION VENTURES

‘I love to cook, but for comfort during tough times, the only salve is whatever’s in the pot my mother is stirring.’

7.

JASON REYNOLDS

AUTHOR

‘Mashed vegetables.’

8.

DIANE VON FURSTENBERG

FASHION DESIGNER

‘SOUL FOOD! I CELEBRATED MY HUSBAND’S BIRTHDAY ON THE 4TH, AND I MADE HIM A FULL THANKSGIVING DINNER BECAUSE IT’S JUST SO COMFORTING.’

9.

MISTY COPELAND

BALLET DANCER

‘To me, there’s nothing more comforting than a bowl of instant ramen with a fried egg on top. It’s simple, quick and yummy. I’ve also been learning Asian recipes from the website the Woks of Life and surprising myself that I’m able to make some dishes that taste like they came from a restaurant. Well, almost.’

10.

KEVIN KWAN

AUTHOR

Believe Survivors

WE ARE ONLY AS STRONG AS OUR DOMESTIC WORKFORCE

BY AI-JEN POO

HOW WE TAKE CARE OF EACH OTHER WILL BE WHAT we remember from the coronavirus pandemic. The neighbor who checks in on the older person living alone in her building. The way my stepdaughter's school community has banded together to support one another through homeschooling. Every night here in Chicago, the city gives thanks to the health care workers by applauding them from our windows at 8 p.m.—an anthem of gratitude for those who take care of us.

Domestic workers have not received such applause, despite being on the front lines of the fight against coronavirus. They are the nannies caring for children so that their parents can go to work in medical centers, they are home-care workers keeping loved ones who are elderly comfortable and safe in their homes so they are not exposed to the virus, and they are helping to clean homes—and hospitals—to keep them sanitized and safe for everyone.

^ Poo has been helping domestic workers organize since 1996

Their work, by definition, takes place in someone else's home; working from home is not an option. Without paid sick days, or job security, staying home means no income, and potentially no job, for many. Home-care workers who take the bus to get to work wonder if they risk exposing themselves and their clients to the virus by doing so. Some have moved into their clients' homes, away from their own families, to minimize risk while continuing to work. They wonder what will happen to their clients if they become ill or cannot commute. Without access to protective equipment, supplies, training or testing, they are too often navigating these challenges alone.

In response, the National Domestic Workers Alliance launched the Coronavirus Care Fund to provide emergency assistance to domestic workers in need. Thanks to the generosity of 85,000 people and organizations, we have raised nearly $4 million to support thousands of domestic workers. But it will not be enough. We need our federal, state and local legislators to enact policy change that protects and supports this group of workers, rather than excluding them from relief, care and protections that other workers receive. We need our legislators to protect all workers from the economic impacts of this public-health crisis.

DOMESTIC WORKERS ARE more than 90% women. They have families who rely on them. They are disproportionately women of color, many are immigrants, and they have always shown up when our society is under threat. They were the ones who climbed 13 floors to deliver food and water to the elderly during Hurricane Sandy, when electricity outages disabled elevators. They were the last to leave and the first to return to neighborhoods ravaged by fires in California, protecting the homes in their charge. How we take care of them now is one of the most important steps we can take to take care of us all.

Our society is propped up by people who care for and about other people; the care workforce is one of the fastest growing in the U.S. economy, and home care is projected to add more than 1 million new jobs over the next decade, according to the Bureau of Labor Statistics. From teachers to nurses, servers to hotel workers, we are a web of people whose work is to enhance the experience of life. That web is in a deep crisis right now. Fighting for the working people of America is truly fighting for our shared future.

Poo is the director of the National Domestic Workers Alliance

POO: STEPHEN VOSS—REDUX; GORBACHEV: MARTIN SCHOELLER—AUGUST

When this is over, the world must gather

BY MIKHAIL GORBACHEV

DURING THE FIRST MONTHS of this year, we have seen once again how fragile is our global world, how great the danger of sliding into chaos. The COVID-19 pandemic is facing all countries with a common threat, and no country can cope with it alone.

The immediate challenge today is to defeat this new, vicious enemy. But even today, we need to start thinking about life after it retreats.

Many are now saying the world will never be the same. But what will it be like? That depends on what lessons will be learned.

I recall how in the mid-1980s, we addressed the nuclear threat. The breakthrough came when we understood that it is our common enemy, a threat to all of us. The leaders of the Soviet Union and the U.S. declared that a nuclear war cannot be won and must never be fought. Then came Reykjavik and the first treaties eliminating nuclear weapons. But even though by now 85% of those arsenals have been destroyed, the threat is still there.

Yet other global challenges remain and have even become more urgent: poverty and inequality, the degradation of the environment, the depletion of the earth and the oceans, the migration crisis. And now, a grim reminder of another threat: diseases and epidemics that in a global, interconnected world can spread with unprecedented speed.

The response to this new challenge cannot be purely national. While it is the national governments that now bear the brunt of making difficult choices, decisions will be have to be made by the entire world community.

We have so far failed to develop and implement strategies and goals common to all mankind. Progress toward the Millennium Development Goals, adopted by the U.N. in 2000, has been extremely uneven. We see today that the pandemic and its consequences are hitting the poor particularly hard, thus exacerbating the problem of inequality.

WHAT WE URGENTLY NEED now is a rethinking of the entire concept of security. Even after the end of the Cold War, it has been envisioned mostly in military terms. Over the past few years, all we've been hearing is talk about weapons, missiles and airstrikes.

This year, the world has already been on the brink of clashes that could involve great powers, with serious hostilities in Iran, Iraq and Syria. And though the participants eventually stepped back, it was the same dangerous and reckless policy of brinkmanship.

Is it not clear by now that wars and the arms race cannot solve today's global problems? War is a sign of defeat, a failure of politics.

The overriding goal must be human security: providing food, water and a clean environment and caring for people's health. To achieve it, we need to develop strategies, make preparations, plan and create reserves. But all efforts will fail if governments continue to waste money by fueling the arms race.

I'll never tire of repeating: we need to demilitarize world affairs, international politics and political thinking.

To address this at the highest international level, I am calling on world leaders to convene an emergency special session of the U.N. General Assembly, to be held as soon as the situation is stabilized. It should be about nothing less than revising the entire global agenda. Specifically, I call upon them to cut military spending by 10% to 15%. This is the least they should do now, as a first step toward a new consciousness, a new civilization.

Gorbachev, a Nobel Peace Prize laureate, was the only President of the Soviet Union

Throughout his presidency, Gorbachev promoted peaceful diplomacy, which led to the end of the Cold War

RECOMMENDATIONS

Kevin Kwan

Below Deck Sailing Yacht (guilty pleasure), ***Schitt's Creek*** (pure pleasure), ***Giri/Haji*** (pure adrenaline) and David Sinclair's book ***Lifespan*** (mind expansion).

Kwan is an author

J.J. Watt

The Great British Bake Off is a show that I didn't imagine myself enjoying, but now I simply can't turn it off. The lightheartedness of the whole production combined with the positivity and joy of the contestants is a welcome distraction during these difficult times.

Watt is an NFL player

Hope Jahren

The ***In Our Time: History* podcast** by the BBC transports me to another century and lets me lose myself for a half hour within the great events of the past.

Jahren is a scientist and writer

THOUGHTS, NOT PRAYERS

BY THE DALAI LAMA

SOMETIMES FRIENDS ASK ME TO HELP with some problem in the world, using some "magical powers." I always tell them that the Dalai Lama has no magical powers. If I did, I would not feel pain in my legs or a sore throat. We are all the same as human beings, and we experience the same fears, the same hopes, the same uncertainties.

From the Buddhist perspective, every sentient being is acquainted with suffering and the truths of sickness, old age and death. But as human beings, we have the capacity to use our minds to conquer anger and panic and greed. In recent years I have been stressing "emotional disarmament": to try to see things realistically and clearly, without the confusion of fear or rage. If a problem has a solution, we must work to find it; if it does not, we need not waste time thinking about it.

We Buddhists believe that the entire world is interdependent. That is why I often speak about universal responsibility. The outbreak of this terrible coronavirus has shown that what happens to one person can soon affect every other being. But it also reminds us that a compassionate or constructive act—whether working in hospitals or just observing social distancing—has the potential to help many.

> ***ONLY BY COMING TOGETHER WITH A GLOBAL RESPONSE WILL WE MEET THE MAGNITUDE OF THE CHALLENGES WE FACE***

Ever since news emerged about the coronavirus in Wuhan, I have been praying for my brothers and sisters in China and everywhere else. Now we can see that nobody is immune to this virus. We are all worried about loved ones and the future, of both the global economy and our own individual homes. But prayer is not enough.

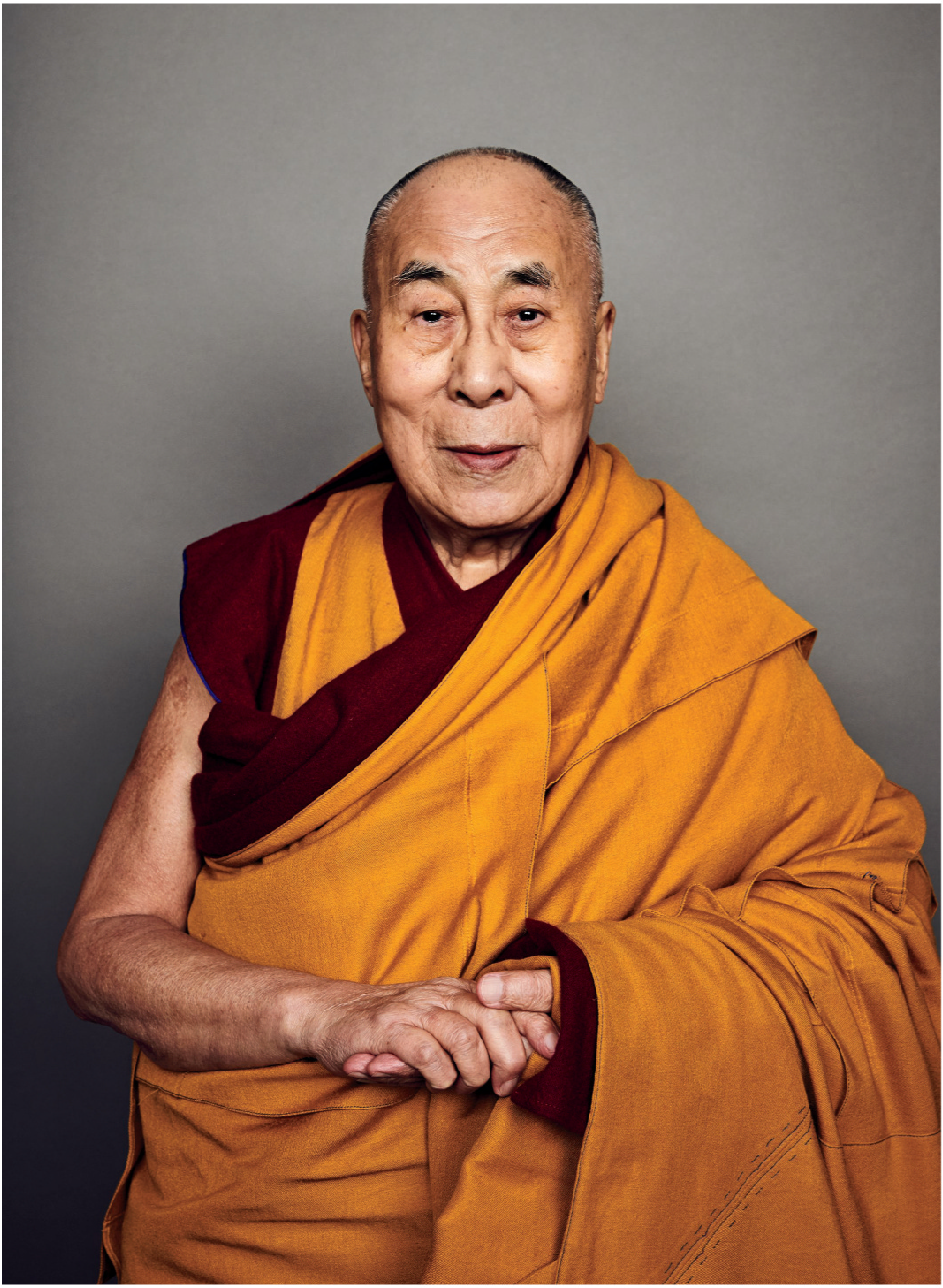
This crisis shows that we must all take responsibility where we can. We must combine the courage doctors and nurses are showing with empirical science to begin to turn this situation around and protect our future from more such threats.

IN THIS TIME of great fear, it is important that we think of the long-term challenges—and possibilities—of the entire globe. Photographs of our world from space clearly show that there are no real boundaries on our blue planet. Therefore, all of us must take care of it and work to prevent climate change and other destructive forces. This pandemic serves as a warning that only by coming together with a coordinated, global response will we meet the unprecedented magnitude of the challenges we face.

We must also remember that nobody is free of suffering, and extend our hands to others who lack homes, resources or family to protect them. This crisis shows us that we are not separate from one another—even when we are living apart. Therefore, we all have a responsibility to exercise compassion and help.

As a Buddhist, I believe in the principle of impermanence. Eventually, this virus will pass, as I have seen wars and other terrible threats pass in my lifetime, and we will have the opportunity to rebuild our global community as we have done many times before. I sincerely hope that everyone can stay safe and stay calm. At this time of uncertainty, it is important that we do not lose hope and confidence in the constructive efforts so many are making.

The Dalai Lama is the spiritual leader of Tibetan Buddhists and a Nobel laureate



PHOTOGRAPH BY RUVEN AFANADOR FOR TIME

^ At the U.N., Ban emphasized climate change, sustainability and gender equality

HOW COVID-19 COULD AID GLOBAL RELATIONS

BY BAN KI-MOON

THERE IS NO PRECEDENT IN LIVING MEMORY FOR THE CHALLENGE that COVID-19 now poses to world leaders.

The disease stands poised to cause a far-reaching economic depression and a tragically high number of deaths. Its impact will be felt in every corner of the world. To combat this historic threat, leaders must urgently put aside narrow nationalism and short-term, selfish considerations to work together in the common interest of all humanity.

As a former Secretary-General of the U.N., I support the call from my successor António Guterres for an additional $2 billion in humanitarian aid to tackle the pandemic. This aid—which will contribute to key efforts such as developing and distributing tests, treatments and vaccines—is essential to reducing the virus's spread.

I also urge global leaders, led by the U.N., to consider how to develop a global governance system that can cope more effectively with any pandemics that may occur in the future. They should recommit to the values of the U.N. Charter, and use other multilateral bodies—including the G-20, the International Monetary Fund and the World Bank—to proactively support the world's most vulnerable populations.

IT IS ENCOURAGING that G-20 leaders last month committed to implementing any necessary measures to stop the spread of the virus and to injecting $5 trillion into the global economy. But these commitments need to be translated into immediate, proactive assistance to vulnerable countries in Africa, South Asia and Southeast Asia. Further, to ensure an effective recovery, this cooperation will need to be strengthened and sustained for some time. It is also crucial that border restrictions and closures, as well as preexisting sanctions for countries like Iran, which have been severely affected by the pandemic, do not prevent critical medical equipment and supplies from being transported to where they are most urgently needed.

COVID-19 shines a harsh light on the many profound inequalities that scar our planet. Disparities of wealth between and within countries now risk being exacerbated even further by the pandemic.

Similarly, the constraints many countries have imposed on movement and assembly are understandable and necessary under the current circumstances, but legislators and judiciaries must bear in mind that, if not carefully instituted, these restrictions risk accentuating the marginalization of vulnerable groups such as refugees, migrants and racial minorities.

Respect for human rights, solidarity and justice need to be at the heart of our response to COVID-19. We all have a responsibility as global citizens to stay vigilant and not allow authoritarian regimes to exploit the crisis to roll back rights and democratic safeguards. Otherwise, we risk the prospect of a future where rich countries have recovered and reinstate "normal" patterns of social and economic interaction, but poorer states remain ravaged, with their citizens excluded and subject to new forms of discrimination.

Even before COVID-19 took hold, we were confronted by the existential threats of climate change and nuclear weapons. In January, I attended the unveiling of the "Doomsday Clock" in Washington, D.C., when the clock's minute hand was moved closer to midnight than ever before.

The clock is still ticking, and these threats have been further aggravated since the outbreak of COVID-19. But if the world can show the necessary courage and leadership today, we will be better placed to tackle equally grave challenges tomorrow.

Ban is the deputy chair of the Elders, an independent group of global leaders, and served as Secretary-General of the U.N. from 2007 to 2016

BAN: GETTY IMAGES; HOLDER: ILLUSTRATION BY GLUEKIT FOR TIME, CHARLEY GALLAY—GETTY IMAGES; KRASINSKI: ROY ROCHLIN—GETTY IMAGES FOR PARAMOUNT PICTURES

Q+A

This crisis should change U.S. elections—for good

FROM LOCAL RACES TO NOVEMBER'S presidential election, Americans will need to figure out how to cast votes in 2020 without risking their health. Former Attorney General Eric Holder is now the chairman of the National Democratic Redistricting Committee, which focuses on redrawing gerrymandered Republican districts throughout the country. He spoke to TIME about essential electoral reforms, specifically with regard to COVID-19.

—*Tessa Berenson*

What's the biggest question facing the U.S. about voting during a pandemic? We have to ensure that we have a system in place that doesn't make the American people choose between protecting their health and exercising their right to vote. There shouldn't be a tension between those two.

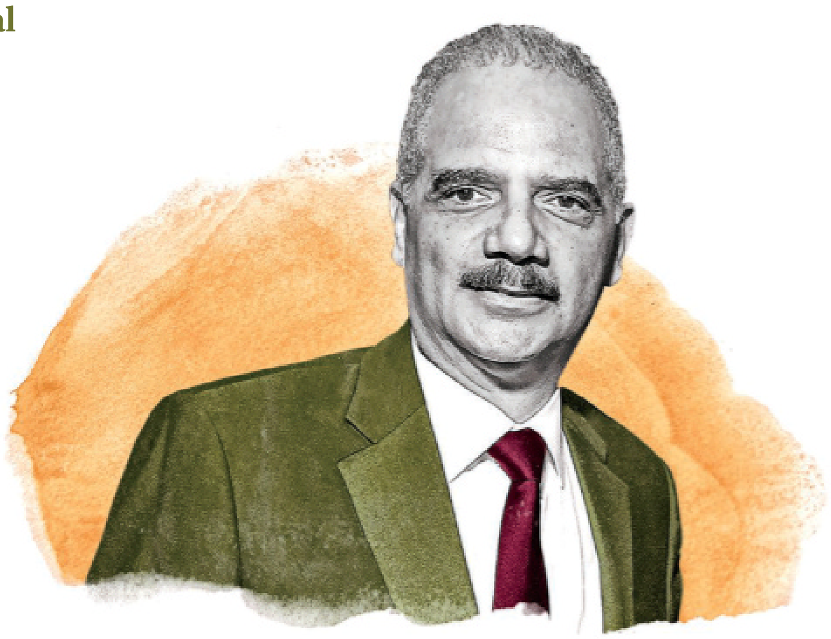
Do you think in-person voting should be canceled nationwide this year? No. Certain communities and communities of color primarily rely on in-person voting. We have to provide safe and healthy polling places so that the poll workers and those who want to cast a ballot in person have opportunities to do that while they're protecting themselves. You want to expand the number of voting days. Get creative about this.

How important do you think mail-in ballots will be to both the presidential election and other voting in 2020? There has to be a sea change in our thinking there. Allow people to access their primary American right by voting at home. It's not as if this is an untried concept. Oregon has been doing this for years. But we have to make sure that we're being sensitive to the needs of poor communities and communities of color by doing things like having prepaid postage on envelopes. Construct a system so that you've got expanded in-person voting, you've got expanded at-home voting and expanded no-excuse absentee vote-at-home measures.

Do you think what happened with Wisconsin's primary—where Republican leaders and conservative judges overruled the Democratic governor's attempt to postpone in-person voting—is a harbinger of other voting fights to come this year? Absolutely. Wisconsin is like a microcosm. It presents questions that the nation as a whole is soon going to have to grapple with.

What is your message to Americans who want to make sure their 2020 votes are counted? We should never underestimate the power of an engaged American citizenry. If the American people demand a system that allows them to cast a ballot and not have to worry about their health, that will force politicians to do the right thing.

Should rethinking how we vote this year change the way we vote in the future? Coronavirus gives us an opportunity to revamp our electoral system so that it permanently becomes more inclusive and becomes easier for the American people to access. It would be foolhardy to take these pro-democracy measures off the table after we get on the other side of the virus. These are changes that we should make permanent because it will enhance our democracy.



Indra Nooyi

Yes, be nostalgic about the past. Be very realistic about the present. Educate yourself thoroughly. Be optimistic about the future. **Human ingenuity is limitless.**

Nooyi is a director on Amazon's board and former CEO of Pepsi

John Krasinski

MY DEAR FRIEND'S FATHER ONCE SAID, **'WELL, SUNDAY'S GONNA COME ANYWAY,'** IN RESPONSE TO A CONVERSATION ABOUT WORRIES AND STRESS. I'VE NEVER FORGOTTEN IT.

Krasinski is an actor and director

Marissa Mayer

Things will not always go your way. When they don't go your way, you need to know if you are the type of person that does better getting some distance to get some perspective or someone who should stick to your routine. I'm definitely the latter, so these days I know I need to have some connections to the familiar—including a little bit of treadmill time every night for some endorphins.

Mayer is the co-founder of Lumi Labs

Arianna Huffington

FROM MY MOTHER: FEARLESSNESS ISN'T THE ABSENCE OF FEAR, BUT RATHER THE MASTERY OF IT.

Huffington is CEO of Thrive Global

Putting kids first

BY ANGELINA JOLIE

OF THE MANY WAYS THAT the pandemic is making us rethink our humanity, none is more important, or urgent, than the overall protection of children. They may not be as susceptible to the virus as other groups, but they are especially vulnerable to so many of the secondary impacts of the pandemic on society.

The economic fallout of COVID-19 has been swift and brutal. Lockdowns and stay-at-home orders have resulted in job losses and economic insecurity, increasing pressure and uncertainty for many families. We know that stress at home increases the risk of domestic violence, whether in a developed economy or a refugee camp.

In America, an estimated 1 in 15 children is exposed to intimate-partner violence each year—90% of them as eyewitnesses. An average of 137 women across the world are killed by a partner or family member every day. We will never know in how many of these cases there is a child in the next room—or in the room itself.

Isolating a victim from family and friends is a well-known tactic of control by abusers. This means necessary social distancing could inadvertently fuel a direct rise in trauma and suffering for vulnerable children. There are already reports of a surge in domestic violence around the world, including violent killings.

It comes at a time when children are deprived of the very support networks that help them cope: from friends and trusted teachers to after-school activities and visits to a beloved relative's house that provide an escape.

With well over a billion people living under lockdown worldwide, there has been a lot of focus on how to prevent children from missing out on their education, as well as how to lift their spirits and keep them joyful in isolation.

For many students, schools are a lifeline of opportunity as well as a shield, offering protection—or at least a temporary reprieve—from violence, exploitation and other difficult circumstances including sexual exploitation, forced marriage and child labor.

It's not just that children have lost support networks. Lockdown also means fewer adult eyes on their situations. In child-abuse cases, child-protective services are most often called by third parties such as teachers, guidance counselors, after-school program coordinators and coaches.

All this poses the question: What are we doing now to step up to protect

JOLIE: ANDREW PARSONS/EYEVINE—REDUX; HUFFINGTON: GREGG DEGUIRE—FILMMAGIC/GETTY IMAGES

‹ *Jolie, pictured in London in November 2018*

vulnerable children from suffering harm that will affect them for the rest of their lives?

We were underprepared for this moment because we have yet to take the protection of children seriously enough as a society. The profound, lasting health impacts of trauma on children are poorly understood and often minimized. Women who find the strength to tell somebody about their abuse are often shocked by the many people who choose not to believe them, make excuses for abusive behavior or blame them. They are often not prepared for the risk of being failed by an underresourced child-welfare system, or encountering judges and other legal professionals who are not trained in trauma and don't take its effects on children seriously.

THERE ARE SIGNS of hope. In my home state of California, the surgeon general, Dr. Nadine Burke Harris, has argued that domestic violence and other adverse childhood experiences (ACEs) are major components of the most destructive and costly health problems in the U.S. She's leading a drive for routine screening of children for ACEs by health care providers to enable early intervention.

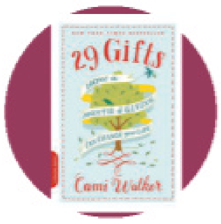
Even though we are physically separated from one another, we can make a point of calling family or friends, particularly when we have concerns about someone. We can educate ourselves on the signs of stress and domestic violence, and know what to look out for and how seriously to take it. We can support local domestic-violence shelters.

The Global Partnership to End Violence Against Children offers a number of resources to help protect kids during the pandemic, including guides to keeping them safe online and talking to children about difficult issues. The Child Helpline Network can direct parents or anyone with concerns to a number to call for advice and information. And there are sites that can help if you have concerns about your own relationship.

It is often said that it takes a village to raise a child. It will take an effort by the whole of our country to give children the protection and care they deserve.

Jolie, a TIME contributing editor, is an Academy Award–winning actor and special envoy of the U.N. High Commissioner for Refugees

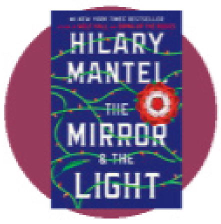
RECOMMENDATIONS



Aly Raisman

I read the book ***29 Gifts*** by Cami Walker a while ago, but I always go back to it because I think it is powerful. The book is a reminder that small acts of kindness can go a long way for others and ourselves.

Raisman is an Olympic gymnast



Tom Steyer

I am reading ***The Mirror and the Light,*** the conclusion of Hilary Mantel's *Wolf Hall* trilogy about Thomas Cromwell. It's an escape into a different time, but also a timely and intense psychological study of what leadership looks like in a time of crisis and how character is tested by great political struggles.

Steyer is a philanthropist and a former Democratic presidential candidate

RECOMMENDATIONS

Kai-Fu Lee

The finale of **Beethoven's *Ninth Symphony,*** played by members of the Rotterdam Philharmonic Orchestra in isolation and mixed together into a beautiful performance. These artists prove that innovation and passion can overcome any obstacle.

Lee is CEO of Sinovation Ventures

Preet Bharara

I've been watching comedy specials, especially with **Mike Birbiglia,** because laughter helps.

Bharara is a podcast host and former U.S. Attorney

Mohamed Salah

I've read ***The 5am Club, The 7 Habits of Highly Effective People*** and ***Think and Grow Rich.*** I've watched ***The Big Short, The Wolf of Wall Street*** and ***Jumanji.*** I've also started watching ***America's Got Talent*** and the latest season of ***Money Heist.***

Salah is an Olympic and Premier League soccer player

Q+A

HOW TO SAVE LOCAL RESTAURANTS

DAN BARBER, THE VANGUARD CHEF BEHIND Blue Hill at Stone Barns, earned two Michelin stars as he championed the farm-to-table movement in New York State. But the pandemic has hit the restaurant industry hard, and even as they respond to today's emergency, insiders are planning for the next one. That means rethinking everything.
—Katy Steinmetz

When did you know the coronavirus would have a huge impact on the food world? It went in concentric circles. [My restaurants] closed, and my first understanding is the employees were going to be really hurt. Just as quickly comes the understanding of what this does to the entire restaurant industry and small, independent farmers and producers that rely on restaurants in the farm-to-table movement. That network is shattered.

We got into relationships with some farmers where we were sort of building the business with them, through Blue Hill as an exclusive. The farmer—I'm thinking of one in particular who raises pheasants for us—looks at you and says, "What do I do now?"

How important are restaurants to local economies? There are numbers that support that, but I go beyond the numbers. Restaurants have a cultural imprint on what it means to be alive. Restaurants are this place of connection and community and excitement and decadence that is very powerful. That was most pronounced in the last decade. To have them shuttered now and then shackled when they come out of it, I think it will be very difficult to bring that back.

One prominent chef estimated that 75% of independent restaurants may not make it. What can the average American do to help? Advocate with your Representative or Senator for the importance of restaurants in the local economy and local culture. During these moments in history, the ones who are clamoring the loudest are the ones who get served.

Is ordering takeout a kind of civic duty? Any restaurant that is doing takeout at this moment is not doing well, and if you love that restaurant, now is the time to support it.

Recently, local food—or food from smaller, independent farms and restaurants—had been gaining in popularity. How could this crisis change that? The world of processed Big Food was about to fall apart. There was a new era that was much less centralized and much more regional. Now everyone is staying home. There's a return to efficient food, food that you can eat without thinking about it. Big Food is saying, "We're back, and we're not going to lose it this time." That, to me, is a disaster.

What, if anything, gives you hope about the future of local food? I feel inspired by the crisis leading to an opportunity. How does this whole thing change our relationship with food? And is there a way to create a new paradigm? I'm rooted in this farm-to-table idea. But there was so much wrong with it. It didn't really work.

What does that mean for people like your pheasant farmer? With the pheasant farmer, I did the wrong thing, for his well-being and the well-being of anybody trying to mimic that system. As much as I touted it as the perfect example, that farmer actually ends up being the first to be exposed. [The pandemic] has been unsparing in showing weakness in any kind of supply chain, and that supply chain, as exciting and important as it was, was really weak, this direct connection without any other opportunities.

How would you do things differently, with the benefit of hindsight? If we were to do it over, we would be sharing [the farmer] not just with other restaurants but other markets, and we would be processing his food. We would be drying some of the thighs. We would be taking the breasts and making some kind of charcuterie. What we need to do is design a whole new regional food system that can withstand these shocks and others that will come along. And that could be very exciting.

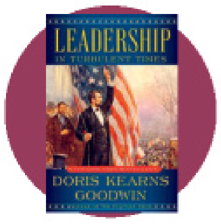
PHOTOGRAPH BY ALI SMITH

Massimo Bottura

Our dear friend from Naples, Giovanni Assante, a.k.a. the man behind Gerardo di Nola pasta, has been sending us little poems every day since stay-home was enforced in Italy in early March. These kernels of insight and mindfulness are keeping us afloat. Here is one of our favorites:

"There is a crack in everything, that's how the light gets in."
—Leonard Cohen

Bottura is a chef


LEADERSHIP
IN TURBULENT TIMES
DORIS KEARNS GOODWIN

Bobi Wine

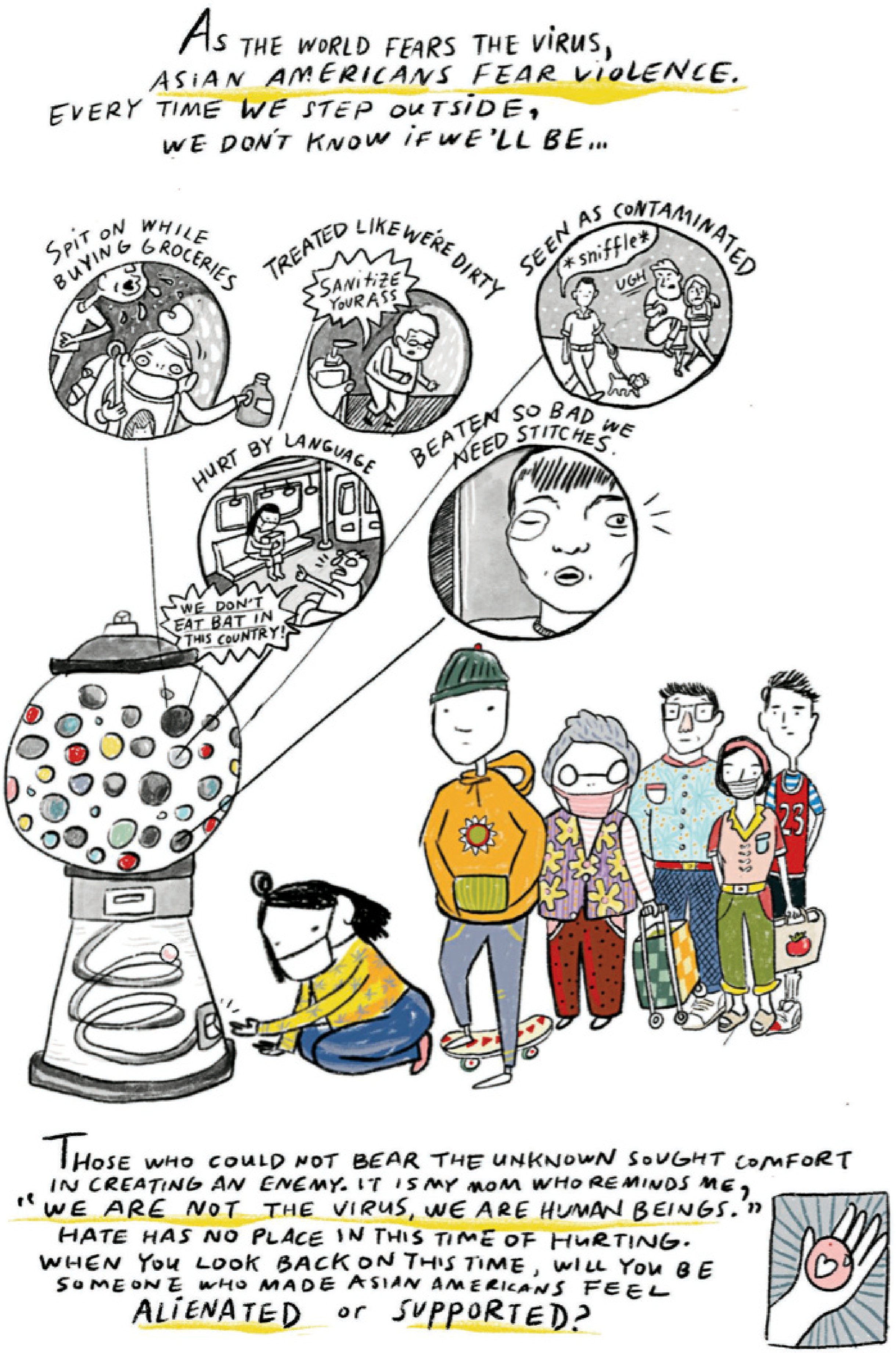
Leadership: In Turbulent Times by Doris Kearns Goodwin. As a leader, I need to be a source of hope and positivity for our people in these tough days.

Wine is a Ugandan presidential candidate and pop star

SKETCHBOOK

Ending xenophobia

BY CHANEL MILLER


AS THE WORLD FEARS THE VIRUS,
ASIAN AMERICANS FEAR VIOLENCE.
EVERY TIME WE STEP OUTSIDE,
WE DON'T KNOW IF WE'LL BE...
SPIT ON WHILE BUYING GROCERIES
TREATED LIKE WE'RE DIRTY
SANITIZE YOUR ASS
SEEN AS CONTAMINATED
sniffle
UGH
HURT BY LANGUAGE
WE DON'T EAT BAT IN THIS COUNTRY!
BEATEN SO BAD WE NEED STITCHES.
23
THOSE WHO COULD NOT BEAR THE UNKNOWN SOUGHT COMFORT IN CREATING AN ENEMY. IT IS MY MOM WHO REMINDS ME, "WE ARE NOT THE VIRUS, WE ARE HUMAN BEINGS."
HATE HAS NO PLACE IN THIS TIME OF HURTING.
WHEN YOU LOOK BACK ON THIS TIME, WILL YOU BE SOMEONE WHO MADE ASIAN AMERICANS FEEL ALIENATED or SUPPORTED?

In her 2019 memoir, Know My Name, *Miller described the experience of being sexually assaulted on the Stanford University campus in 2015, but also delved into her identity as a Chinese American and as an artist. Like many Asian Americans, Miller has felt the threat of racism that has surged since the coronavirus outbreak began.*

Figueres was instrumental in negotiating the 2015 Paris Agreement to curb greenhouse gases

PRACTICE FOR THE CLIMATE CRISIS

BY CHRISTIANA FIGUERES

OVER THE PAST YEAR, THE CLIMATE MOVEMENT has drawn unprecedented interest because of climate change itself. We've seen record-breaking fires and floods, from California to Siberia. Now we are faced with another crisis, but we cannot let the COVID-19 pandemic destroy this momentum or let the economic fallout push climate down the list of priorities for governments. Surely if we think we can forget the changing climate, nature will continue to remind us.

Even as we rise to the urgency of the pandemic, this situation is providing valuable lessons that will help us address the crisis of climate change, worse by orders of magnitude and looming on the horizon. A few immediate lessons are already evident.

First, we can see now that global challenges have no national borders. They leave no one immune, and attempts at wall building are futile.

Second, we're only as safe as our most vulnerable people. The elderly and those with health conditions are more at risk of dying from the coronavirus, and the poor are more vulnerable to its economic impact. That makes us all more vulnerable too. That lesson has taken us into a new space of solidarity: we are taking care of one another out of altruism but also for personal safety. That's exactly the thinking we need to deal with climate change.

Third, global challenges require systemic changes that are activated by governments or companies—but they also require individual behavioral changes. We need both. We have seen in recent weeks that governments can take radical action, and that as individuals, we can change our behavior quite quickly.

Fourth, prevention is better than cure. It's safer to prevent people from catching the virus than to treat huge numbers of cases at once. Similarly, it is cheaper and safer to prevent temperature rises than to try to deal with the devastating consequences.

Lastly, all our response measures need to be based on science. The countries basing their COVID-19 responses on what the professionals are saying are doing better than those denying the science and delaying their response. Likewise on climate change, we must take action in line with the science.

BUT THE MOST IMPORTANT LESSON is one that we have yet to learn: How do we respond to two different crises with limited resources and in a very short period of time? By converging the solutions.

As governments consider recovery packages, they must consider the climate. If investments to kickstart the economy are directed into high-carbon industries, we will lock out the potential to bend the curve of emissions this decade. But leaders have a rare chance to accelerate the energy transition, putting us onto a safe path toward a 50% reduction of emissions by 2030. Stimulus packages could create millions of reliable jobs, promote clean innovation, cut carbon and air pollution, and strengthen the resilience of the global economy. With the same inflows of capital, we can restart the economy in the short term and protect it from disaster in the long term.

I hope our growing sense of urgency, solidarity and stubborn optimism can inspire climate action. Because even once the pandemic is over and society tries to return to business as usual, the climate that we know as normal is never coming back.

Figueres was executive secretary of the U.N. Framework Convention on Climate Change from 2010 to 2016 and is a co-author of The Future We Choose: Surviving the Climate Crisis

BOTTURA: JACOPO RAULE—GETTY IMAGES FOR GUCCI;
FIGUERES: OMAR TORRES—AFP/GETTY IMAGES

ADVICE

J.J. Watt

During the Hurricane Harvey recovery, we were visiting with this beautiful older couple who had to be evacuated by boat. The wife was on dialysis, and her husband felt helpless as the house he had helped build flooded. Yet while we were sitting and speaking with them, they were smiling. I asked them how they stayed so positive. She said, "That storm can take my house, it can take my car, it can take my furniture and my pictures, but **it can never take my spirit."**

Watt is an NFL player

Lynn Nottage

Procrastination needn't be your enemy. It can be the reservoir from which future ideas will spring.

Nottage is a playwright

Threats are ahead. National security can't look backward

BY SAMANTHA POWER

SPEAKING BEFORE THE U.N. in 1987, President Ronald Reagan said, "Perhaps we need some outside universal threat to make us recognize [our] common bond. I occasionally think how quickly our differences worldwide would vanish if we were facing an alien threat from outside this world." Reagan's focus was avoiding conflict between countries rather than within them, but the coronavirus must do the work of that alien invader, inspiring cooperation both across borders and across the aisle.

History shows us that seismic events have the potential to unite even politically divided Americans behind a common cause. In the U.S., the COVID-19 pandemic has already taken more than seven times the number of lives as terrorists did in the 9/11 attacks, but the outpouring of solidarity Americans have shown for one another has so far not translated into more unity over government's proper role at home or America's proper role abroad. Indeed, the virus struck in an era of the most virulent polarization ever recorded—an unprecedented 82-percentage-point divide between Republicans' and Democrats' average job-approval ratings of President Trump. And so far that gap appears only to be widening, while internationally, political leaders are trading recriminations rather than coordinating the procurement of medical supplies.

But the shared enemy of a future pandemic must bring about a redefinition of national security and generate long overdue increases of federal investments in domestic- and global-health security preparedness.

The labels we give our eras can have profound influence. The 9/11 attacks gave those wanting to justify American engagement abroad a sense of purpose: preventing future terrorist attacks. But for the U.S., the "post-9/11 world" became defined by wars in Afghanistan and Iraq that cost more than 7,000 service members their lives and drained vast resources. Those wars also diverted high-level governmental attention that should have been focused on China's rising power and Russia's military and digital aggression. While 9/11 spurred rhetorical agreement that America should focus on "threats that cross borders," the national-security establishment concentrated on terrorism, dedicating paltry resources to battling climate change or preventing pandemics, the deadliest threats of all.

IT WAS AGAINST this backdrop that the Trump Administration disbanded the White House unit dedicated to preventing and responding to pandemics, and began trying to cut the budget of the Centers for Disease Control and Prevention (CDC) and the World Health Organization. The President's belief in using walls and intimidation—not public-health expertise or global cooperation—to shield America from foreign perils was malpractice, especially given the pandemic warnings from both the intelligence community and public-health officials.

But well before Trump took office, partly because of the tendency to "fight the

POWER: TONY LUONG FOR TIME; WATT: WILL HEATH—NBC/GETTY IMAGES; NOTTAGE: TAYLOR HILL—FILMMAGIC/GETTY IMAGES

^
Power, at her family's Massachusetts home, is the author of The Education of an Idealist: A Memoir

last war," and partly because of Republican skepticism, pandemic preparedness was never prioritized or funded as it should have been. Since 2010, the U.S. has been spending an average of $180 billion annually on counterterrorism efforts—compared with less than $2 billion on pandemic and emerging infectious-disease programs. In a reflection of how skewed the U.S. national-security budget is toward the military over other tools in the national-security toolbox, Congress appropriated $685 billion in 2019 for the Pentagon, compared with around $7 billion for the CDC.

In what will surely become known as the "post-COVID world," supporters of a more robust health-security agenda must go on offense, using Republican governors and mayors to rally Republican Senators, including by ensuring that global stockpiles of medical protective equipment are pre-positioned so that developing countries and vulnerable communities are not left behind next time.

The COVID crisis will change us. We will travel less and Zoom more. Some won't socialize as they once had; others will burst out of isolation to savor the joys of human contact. In the realm of U.S. national security, we need to unite behind ending our decades-long overreliance on the military, and building national and international mechanisms to protect people not merely from the last threat, but from the coming ones.

Power was U.S. ambassador to the U.N. from 2013 to 2017

POWER TOOLS

We asked members of the **TIME 100** to share their must-have items for working from home. Here's what they said:

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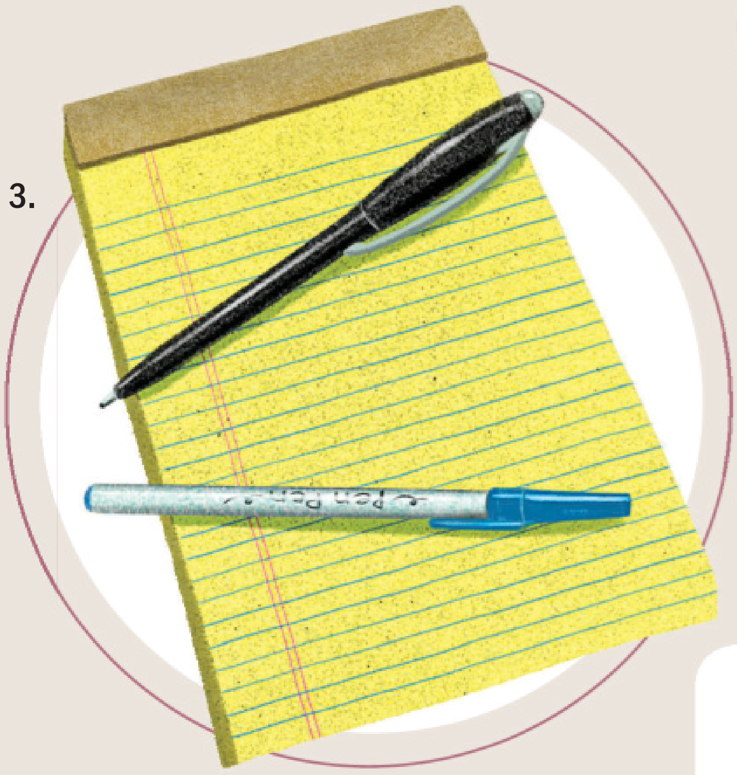

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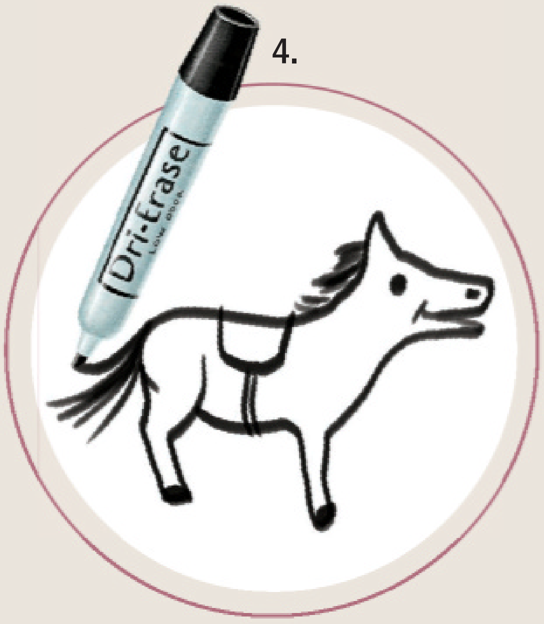

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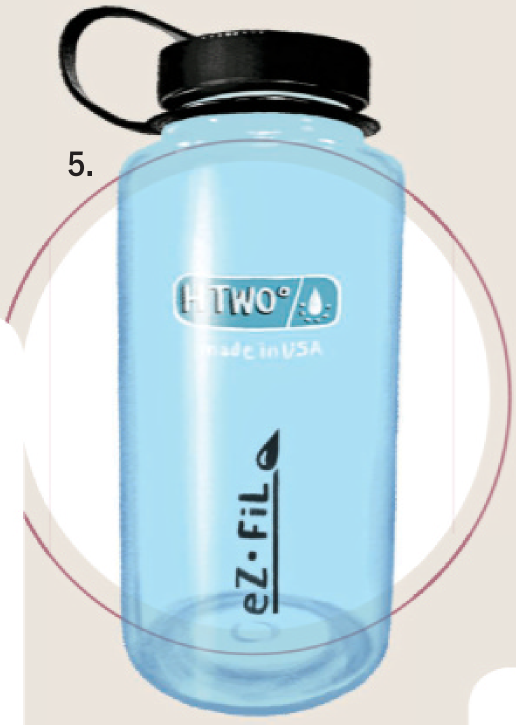


'I love being surrounded by plants, and my desk looks a bit like the potting table in a greenhouse. Working around nature keeps me grounded, and right now, three of my orchids are about to bloom again.'

1.

KEVIN KWAN

AUTHOR

'A nearby outlet and a long charging cord for my iPhone. I'm lucky if my iPhone battery doesn't burn out by 10 or 11 in the morning because it's just telephone triage every day to serve my constituents.'

2.

ELISE STEFANIK

U.S. REPRESENTATIVE (R., N.Y.)

'Pens and legal pads. When working from home with my first- and second-grade daughters, nothing saves me faster than handing them each a pen and legal pad and saying, "Time for a board meeting!" They are scribbling and passing notes back and forth for up to 45 minutes.'

3.

SHONDA RHIMES

SHOWRUNNER, PRODUCER AND SCREENWRITER

'A whiteboard. It just makes planning so much more fun somehow.'

4.

LIL NAS X

MUSICIAN

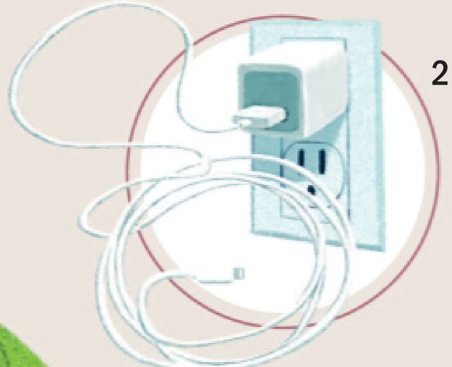
'THREE THINGS: A BLACK CUP OF COFFEE, MY BLUE NALGENE FULL OF WATER AND A CLUTTER-FREE DESK.'

5.

HASAN MINHAJ

COMEDIAN

ILLUSTRATIONS BY JASON RAISH FOR TIME



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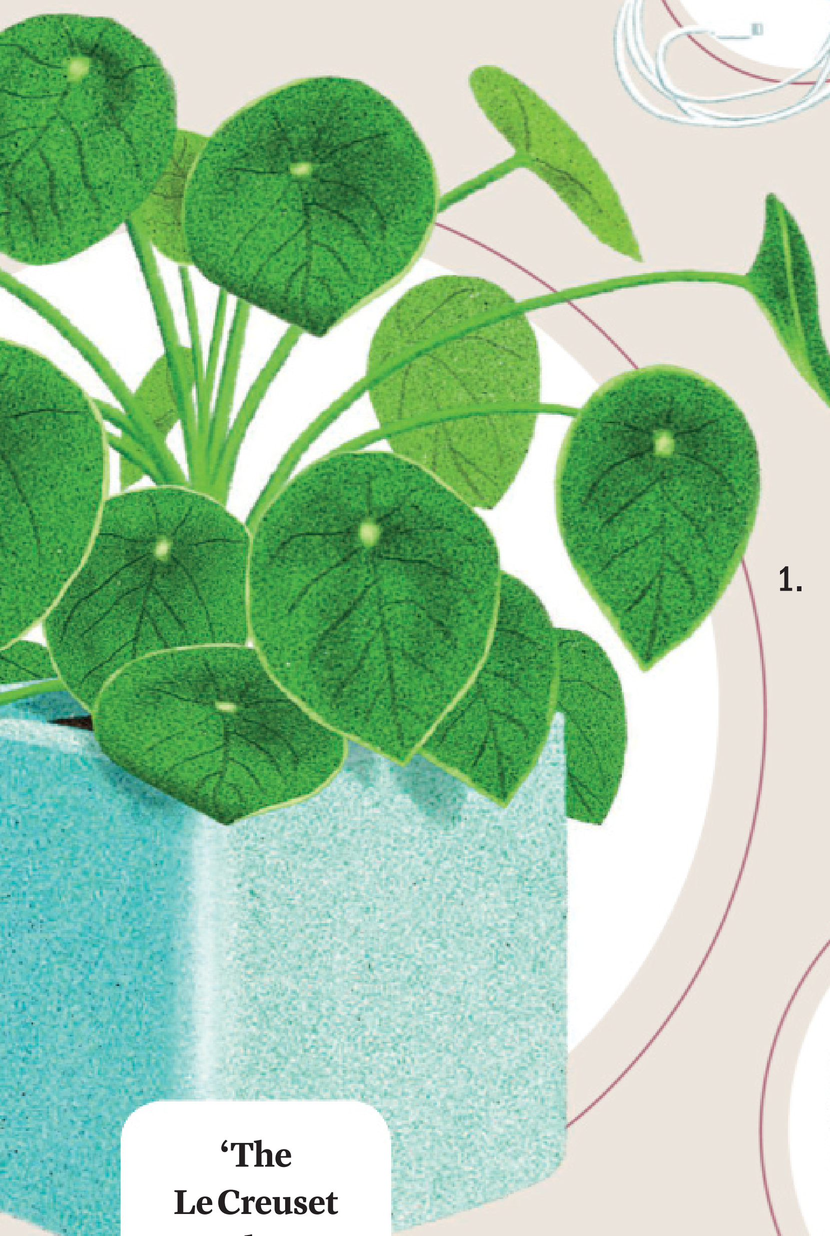


1.

7.

‘The Le Creuset Dutch oven has replaced my computer as the most valuable player in my home, as the kitchen has become my primary workspace. Cooking is my form of discovery and relaxation.’

6.

LYNN NOTTAGE

PLAYWRIGHT

‘HEADPHONES. I NEED TO BLOCK OUT SOUNDS THAT DISTRACT MY MIND.’

7.

CHLOE KIM

OLYMPIC SNOWBOARDER

‘Incense, herbal tea and five Sharpies in different colors.’

8.

WANURI KAHIU

WRITER AND DIRECTOR

‘A nice big monitor. Studies have shown that people’s productivity is roughly proportional to their screen size. Also, a pleasant backdrop for Zoom so I don’t have to think about it.’

9.

MARISSA MAYER

LUMI LABS CO-FOUNDER

‘My three young children, now out of school, have taken over our home office. So I’ve had to work from a small couch chair in our bedroom. My must-have items are two pillows to prop up my computer on my lap—because my mother says I need to work on my neck posture!’

10.

RAJ PANJABI

CO-FOUNDER AND CEO OF LAST MILE HEALTH

LEAPING THE MOAT

BY MARGARET ATWOOD

DO YOU THINK YOU REMEMBER A MOVIE IN WHICH a knight gallops toward a castle just as its drawbridge is going up, and his white horse jumps the moat in one glorious airborne leap? I could picture it too, but when I went looking for this image on the Internet, all I could find was a couple of cars sailing over rivers via lift bridges and the Pink Panther detective flailing around in the murky water, having missed.

Nonetheless, we're that rider. Chasing us is the dreaded coronavirus. We're in midair, hoping we make it to the other side, where life will have returned to what we think of as normal. So what should we do while we're up there, between now and then?

Think of all the things you hope will still be there in that castle of the future when we get across. Then do what you can, now, to ensure the future existence of those things.

Health care workers go without saying: everyone should be supporting them, because let's assume we all want a health care system in that Castle Future. But what made your life worth living when you were healthy, apart from friends and family? We each have our own lists. Here are some of mine.

WHAT MADE YOUR LIFE WORTH LIVING WHEN YOU WERE HEALTHY, APART FROM FRIENDS AND FAMILY? WE EACH HAVE OUR OWN LISTS

Favorite restaurants and cafés. Strange how we assume these happy places will always be there, so we can step out or drop in whenever we feel like it. To help them over the jump, order takeout and buy gift certificates. You can usually find out online what's on offer, where.

Your local bookstore. Some offer curbside pickup, some delivery, some mail-order. Keep them going! In the same department, publishers and authors can use a hand—especially those whose spring book launches have been canceled. All sorts of inventive solutions are popping up: Twitter launches, podcasts, virtual events of various sorts. People are fond of saying "the reading community" and "the writing community," which is not exactly true—there are many groups and entities, not all of them friendly to the others—but you can make it truer. When I was 25, things were so sparse on the ground in Canadian publishing that it was a truism that writers should help both other writers and their publishers. And we did, mostly, even though some of us hated some others. (That's part of "community," too. Ask anyone from a small town. In face of an emergency you support your local enemies, because although they might be jerks, they're *your* jerks, right?)

Your trusted newspapers and magazines. Democracy is increasingly under pressure, as there's nothing like a crisis to allow an authoritarian regime to toss civil liberties, democratic freedoms and human rights out the window. Part of this tossing is the always popular move toward a totalitarian shutdown of information and debate. It's vital to keep the lines of communication both open and independent. Give subscriptions. Support sites that combat fake news, and others, such as PEN America, that fight for responsible free speech. Donate to publicly supported radio stations. Provide some free ad time by spreading the word via your own social media. Don't let a virus cut out our tongues.

Arts organizations, of all kinds. Art is how we express our humanity, in all its dimensions. Through art, we descend to the depths of our human nature, rise to the heights and everything in between. Theater, music, dance, festivals, galleries—all have had to cancel shows, all are hurting. Donations, gift certificates, ticketed online events. Without an audience there is, eventually, no art. You can be that audience.

Your planet. One you can live on. Short form: kill the ocean, and there goes your oxygen supply. Many have commented on the fact that during this pandemic, global emissions and global pollution have actually gone down. Will we live differently, to make that a reality in the Castle of the Future? Will we source energy and food in better ways? Or will we simply revert? Choose an environmental organization or two, or more, and donate. Now's your chance.

FINALLY, KEEP THE FAITH. You can make it across that moat! Yes, this moment is scary and unpleasant. People are dying. People are losing their jobs and the feeling that they're in control of their lives, however cliff's-edge that control may have been. But if you aren't ill—and even if you have small children and feel your brain has been kidnapped—you're actually in a good place, comparatively speaking.

You can enjoy this time, albeit at a pace somewhat less frenzied than when things were "normal." Many are questioning that pace—What was the hurry?—and deciding to live differently.

It's the best of times, it's the worst of times. How you experience this time will be, in part, up to you. If you're reading this, you're alive, or so I assume. If you're not alive, I'm in for a big surprise.

Atwood is the author of more than 50 books, including The Handmaid's Tale *and* The Testaments

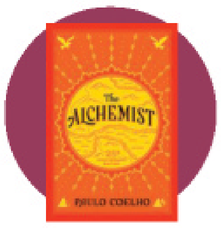
PHOTOGRAPH BY ARDEN WRAY

RECOMMENDATIONS

Misty Copeland

I like to listen to music while cooking. **Lauryn Hill, H.E.R., Citizen Cope** and **Billie Eilish** are great for roasted veggies, broiled salmon, roasted artichokes and on and on.

Copeland is a ballet dancer



Lil Nas X

The Alchemist. I feel like it has opened my eyes to being more accepting of the moment and has helped me understand I should appreciate every moment of my journey and not try to rush to the next.

Lil Nas X is a musician

Arianna Huffington

I love Krista Tippett's ***On Being,*** a wonderful podcast for these times. I'm sure I've listened to every episode, some of them multiple times.

Huffington is CEO of Thrive Global

Q+A

Lessons from SARS

DR. JULIE GERBERDING, CHIEF PATIENT officer at Merck, led the U.S. Centers for Disease Control (CDC) during the last coronavirus outbreak of SARS in 2003. She explains what we learned from that epidemic, and what we should be doing to better prepare for the next one. —*Alice Park*

What was the most vital lesson you took from SARS that could be relevant to COVID-19? While we in the U.S. were watching SARS emerge in Asia, we took steps to get ready. We worked on a lab diagnostic test and we deployed materials and reagents necessary with the support of the Food and Drug Administration to be prepared to test the first cases in the U.S. We leaned into preparedness by learning while it was someplace else.

I'm not sure we took advantage of the period of time when China was clamping down on this [COVID-19] virus. I think too many people hoped it wasn't going to get here, or that the containment effort would succeed in quenching it. It's a very small world and it's imaginary thinking to believe it isn't going to be a problem everywhere.

How can we improve U.S. preparedness for the next pandemic? What happens unfortunately in our country, and this has been my experience since 2003, is that we have an outbreak and we react to it. We rev up all our capacities and we address it, usually successfully. But then when the threat goes away, so does the investment, engagement and attention. And we go back into a false sense of security and complacency until the next one comes. My biggest frustration as a public health leader is that we go through this cycle from crisis to complacency and don't sustain a trajectory of preparedness we need. We started some vaccines and antiviral treatments against SARS, but we never did get a vaccine across the finish line. Imagine if we had been able to do that; we would have learned what it takes to make a successful coronavirus vaccine and we could use that knowledge to speed up what we are trying to accomplish now.

How do we maintain a sense of urgency and preparedness for pandemics? I co-chair a commission with the Center for Strategic and International Studies and our No. 1 recommendation is that the government needs to empower a leader, ideally a high-ranking member of the National Security Council, to oversee and have accountability for our national health security plan. By creating that authority and accountability, we can sustain an effort that goes through administration changes. And No. 2, we need budgets to create a robust public-health system. The way we operate at most state and local levels today, there is only enough investment to do the most essential things.

How long do you think it will take for COVID-19 to subside? One tool we don't have in the Strategic National Stockpile is a crystal ball. We are learning as we go, but we can watch for things that might give us hints. We are watching China and South Korea now to understand what happens when they relieve some of the social-distancing measures in place. Hopefully they will be able to spot-check and keep it under control because they now have access to fast testing and can quickly isolate and quarantine people. We will all learn from them in the next few weeks as we watch what happens there. I hope we learned our lesson and invest properly not just for this crisis but also for the long-term steps necessary to make sure our whole system is prepared.

GERBERDING: ILLUSTRATION BY GLUEKIT FOR TIME, JEMAL COUNTESS—GETTY IMAGES; RUBIO: AL DRAGO/THE NEW YORK TIMES—REDUX

^ Senator Rubio (R., Fla.) supported the Paycheck Protection Program, part of the $2 trillion U.S. stimulus

TAKE ECONOMIC RECOVERY PERSONALLY

BY MARCO RUBIO

ALL TOO OFTEN, POLICYMAKING IS A SLOW, ABSTRACT PROCESS disconnected from the real-world concerns of our nation's citizens. But in the middle of negotiating the $377 billion small-business-relief package, I learned an entire family—a family I have known for years—lost their jobs within 72 hours. The mom. The dad. Their two adult kids. And the kids' spouses.

That scene was playing out across the country in mid-March. Millions of small businesses and their employees were staring into the abyss. Of course they were scared that they or their families would fall victim to a deadly global pandemic, but they were also paralyzed by the prospect of businesses closing, paychecks vanishing and personal savings evaporating.

We cannot solve the economic crisis until we solve the public-health crisis caused by the coronavirus, but in the meantime, we took steps to ease the financial pain for our nation's employers and their employees.

And one of the best ways to do that was to try to keep employees employed. There is an inherent dignity that comes from work. I saw it as a child when I marched the picket line with my father, a casino bartender in Las Vegas at the time. It was one of my earliest political memories, and it was foundational. In all my conversations with Senators Susan Collins, Lamar Alexander, Ben Cardin and Jeanne Shaheen while negotiating the bipartisan relief package, there was an implicit understanding that there is no replacing that sense of dignity that comes with a paycheck and the ability to provide for your family.

BUT THERE WAS another reason we were so focused on maintaining that employer-employee relationship: it will be crucial to our ability to restart America's economy. One of the lessons from the Great Recession is that when workers leave the workforce, it takes a long time for them to return, and employers struggle to find employees with the necessary skills. That combination delays economic recovery.

The relief package's Paycheck Protection Program (PPP) is relatively simple in concept, though unprecedented in scope: it offers forgivable loans that enable small-business owners to keep employees on payroll for the next eight weeks. There is no doubt the PPP has some serious implementation issues, but just a week after becoming law, the program began delivering relief to small businesses. As of April 14, more than 1 million loans valued at over $240 billion had been approved by the Small Business Administration.

As our medical professionals work to contain, treat and eventually overcome COVID-19, we must begin to plan for our nation's eventual economic recovery. The PPP will play a vital role, but we must also turn our attention to supply-chain resilience and fixing deep-seated vulnerabilities, like our reliance on China for life-saving medical supplies and equipment.

The coronavirus pandemic reminds humanity of our vulnerability to the natural world, despite modern advances in medicines and technologies. It also reminds us that America is not immune to the pain and suffering that many nations endure all too often. That should be our call to aspire to something greater—a common good that works for our country well into the future.

Rubio is a Republican Senator from Florida and chairman of the Senate Committee on Small Business and Entrepreneurship

Q+A

WHAT TECH CAN DO

IN RECENT WEEKS, GOVernments and citizens alike have turned to Alphabet, the parent company of Google and YouTube, for help with the COVID-19 pandemic. Here, edited excerpts from TIME's conversation with CEO Sundar Pichai about how he's navigating this new landscape.

—Nancy Gibbs

You've talked, as many innovators have, about crises being spurs to innovation. What does that look like right now? Google was founded right before the dotcom crash and built in a moment of severe, I would say, scarcity. That inspired us to solve problems with constraints. And be it distance learning, delivery—I think this moment will make people think creatively and think ahead.

It also seems as though there has been increasing collaboration between Alphabet and other tech companies, which might be competitors under different circumstances. Absolutely. When I talk to other leaders, there is a clear sense that this is something larger than all of us. We already have established protocols to work together—for example, around [combatting] child abuse. So we are relying on those pathways for coronavirus.

You recently announced a partnership with Apple to build contact-tracing software for people's smartphones, which could notify them if they have recently encountered someone who tested positive for COVID-19. While that technology could stem future outbreaks, it also raises privacy concerns. How are you dealing with that? By putting privacy first. It's up to the user to decide to consent. It's transparent. They can choose whether or not to use it. And there's no personally identifiable information or location data coming to Apple and Google as part of this.

We are now living through what the World Health Organization calls an "infodemic"—a deluge of misinformation, spreading mostly online, that competes with real news about COVID-19. How do you fight something like that? For me, supporting trustworthy institutions and sources has always been critical. In some ways, that's easier right now because there is a shared sense of what is objectively right. And you can look to scientists, you can look to health authorities, and that helps you converge on facts.

At the same time, major platforms, including Google and YouTube, have had to rely more on AI to police content, especially as they figure out how to have human moderators work from home. Could that make it easier for bad information to get through? It's a risk. But we are being more conservative too, in the sense that, early on, we prioritized information on Google and YouTube from what we call authoritative sources: health organizations, journalistic organizations and so on. We did not allow ads related to the coronavirus for a while, because we weren't sure of our ability to moderate the content. But as we were able to get into a better work-from-home process, we've been turning the dials up—which is important, by the way. You want to give more people a voice.

This pandemic has hit local news organizations especially hard, which could potentially leave communities without access to reliable information. Are you thinking about ways Alphabet could help? We are working on some programs to support them with grants, as we have historically through our Google News initiative. But we need to figure out healthy sustainable journalism at the local level, and there's more work to be done.

At one of his first coronavirus briefings, President Trump announced that Google was going to build a resource to help people find testing sites. Then reports emerged Google wasn't fully aware of that plan. What happened? We were already working on providing more information about COVID, including about screening and testing. So we took that as an opportunity to engage closely.

Does it worry you that businesses are being asked to play roles that were once the purview of governments? I think technology and technology companies can play a significant role [in combatting COVID-19], and that's the role we're looking to play. But I wouldn't get carried away with it. The roles are very clear. It's up to governments and public-health organizations [to lead the response to this crisis].

According to a recent Gallup-Knight survey, 77% of Americans believe tech companies like Alphabet have too much power. What do you make of that? I think large companies have seen a lot of growth over the past few years. So it's a natural moment in time for that to be scrutinized. What it means to me is we, as a company, have to make sure we are doing good in society—whether it's helping companies and schools stay connected or committing a $250 million ad grant to help organizations like the WHO disseminate important information on COVID-19. And I think that's a test we will have to pass over and over again.

Much has been made, understandably, about the physical-health threat of COVID-19. Are you worried about a mental-health crisis as well, particularly among your employees? Absolutely. When I do an all-hands meeting or I get emails

Pichai, who joined Google in 2004, was named CEO of Alphabet in December 2019

PHOTOGRAPH BY ERIK TANNER

from employees, I can see that there are people who are dealing with isolation and loneliness. Or they're affected because some of their family members have been really affected and they cannot be with them. I see that through my children at school. And while we say the virus affects all of humanity, data shows it affects certain people disproportionately, such as the African-American community here in the U.S. So mental health is definitely going to be an issue coming out of this. And it's something we all have to address more.

How do you think this crisis will change the way we work? Will more of us be remote? I think the reason we are able to work from home effectively is that we've done it face-to-face before. We built a foundation. And we need that foundation on a continual basis. I think it's part of human nature. Having said that, can we do things more flexibly? Absolutely. When I look at the extent to which people commute and the toll it takes on their families and so on and so forth, I think we can come up with better solutions.

Not everyone has access to the same at-home technology and Internet service, which puts certain workers—and students—at a serious disadvantage. How do we bridge that gap? We have several projects under way, including a partnership with California Governor Gavin Newsom and T-Mobile to get wi-fi hot spots and Chromebooks to underserved communities and school districts here in California. And I think when the U.S. talks about infrastructure, there's got to be a clear plan to provide both broadband and wireless connectivity to rural places and underserved communities.

What, if anything, gives you hope that some good might come out of all this? Collective action is the most powerful resource we have, and it's actually working. Yes, there are issues, but there is more coordination than not. How do we prevent future pandemics? How do we solve climate change? How do we tackle AI safety? All of them will involve us coming together in some way or another. And that's what gives me hope for the next generation.

5 strategies to safeguard your mental health

BY SHAWN MENDES

Allow yourself to feel. Don't be frustrated with yourself if you feel trapped or stressed. This is a hard time for everyone, and you deserve patience from yourself. My emotions have been all over the place ... some days I'm O.K., and others it's scary. Acknowledging the feelings out loud helps me process them and move forward. I am trying to be kind and compassionate to myself. You're allowed to watch movies all day if that's what your heart needs. I've been bingeing *Friends* and *Harry Potter.*

Ten deep breaths in a moment of stress is magic. Try it. Start with one and follow it to 10. This is something I have tried to do for quite a while when I feel anxious in general, and I am trying to do it daily while quarantining.

Try and call or FaceTime friends and family daily to stay connected. I've been FaceTiming with my parents and sister all the time. Doing Zoom parties with different groups of friends has also been a good way for me to connect with people.

Make sure to stay physically healthy by getting exercise with home workouts you can find online, or by going for a walk or run if local distancing guidelines allow. I've been trying to be outside at least 30 minutes a day, whether that's in the backyard or going on morning walks to start my day with structure and fresh air. Always make sure to follow social-distancing rules locally if you plan to leave home, and if you can't leave home, try to stay active inside as much as you can.

Meditate daily. I've been using the Calm app a lot, but there are also a lot of free resources you can find on the app store or YouTube. If you need someone to talk to or feel you're in crisis, text SHARE to the Crisis Text Line at 741741.

Mendes is a singer-songwriter who has used his platform to draw attention to mental health, especially as it affects young people

LIVE UP TO THIS MOMENT

BY MICHELLE BACHELET

THE COVID-19 PANDEMIC IS LAYING BARE some of the most glaring vulnerabilities of our societies. Millions of the people at greatest risk of contagion are those whose needs are often overlooked. To uphold their fundamental rights to life and health—and prevent the pandemic from spreading rapidly across the whole of society—we need to take urgent measures to resolve the specific risks and impacts of COVID-19 on a number of groups.

These include older people, especially those who live in institutions or on their own; people in prisons and mental-health facilities; members of neglected and marginalized minorities; and the poor, who have little access to health care, no safety net and who, by necessity, live in cramped and unsanitary conditions. Many of these are also migrants, who are often unable to access medical treatment or social protections and are already targeted by stigma and hatred.

MENDES: ILLUSTRATION BY GLUEKIT FOR TIME, AMY SUSSMAN—GETTY IMAGES; BACHELET: SALVATORE DI NOLFI—KEYSTONE/AP; STEYER: GARY GERSHOFF—GETTY IMAGES

Bachelet, U.N. High Commissioner for Human Rights, at European headquarters in Geneva

At this moment, we cannot afford to leave anyone behind—especially those forced to leave their homes and communities. Millions of migrants around the world either have no access to health care or are afraid to seek it, for fear of being detained. That detention could be lethal, and it is important, in the context of this pandemic, that countries release as many people as possible from institutional confinement. There is also an urgent need to upgrade vital services for all people, including migrants, who live in underserviced, overcrowded informal settlements. The emergence of COVID-19 cases in camps and migrant-detention centers in several countries—including Bangladesh, Burkina Faso, Greece and Syria—is another pressing concern.

Portugal's decision to give all migrants full access to medical care and other social services is a sound and intelligent strategy. Italy, New Zealand and South Korea have also taken useful measures in this context—limiting deportations and extending visas, for example. Other nations should quickly take up these kinds of measures and work with civil-society groups already providing assistance in many places.

But instead of taking action to increase the health response, some leaders are seeking to capitalize on people's fear of COVID-19 by deflecting anger toward vulnerable communities like migrants—people already unfairly blamed for society's ills.

Many of the health care workers on the front lines are themselves migrants or from minority communities. It is well past time we acknowledge these contributions by documented and undocumented migrants, and push back against the discrimination they, and many members of minority communities, endure.

IT IS NOW EVIDENT how much any one person's health depends on everyone's health. Only measures that protect the rights of all people will effectively control this pandemic. National systems for health care have been weakened by a budgetary approach that views them as a cost rather than an investment. Health and education, like other human rights, help build stronger and more resilient societies.

This is a time to act together; only concerted action can effectively combat a threat of this scale. Already, WHO's work has been essential to national efforts to detect, test, isolate and treat people infected by COVID-19. The pandemic demonstrates the importance and power of collective international action, and the multilateral institutions that can coordinate our capacity to control this pandemic. Avoiding the collapse of any country's medical system is a matter of immediate interest to all of us. And countries will also need to support one another in facing the coming economic and social challenges, particularly in developing states.

My message to the public is to stand up for the rights of everyone around you, as best as you can. In the words of Albert Camus, "the only way to fight the plague is with decency." My message to leaders: the only effective way to fight an epidemic is with the trust and participation of everyone. Earn that trust by serving the people's interests; ensuring decent livelihoods and lives; listening to their concerns; and advancing their freedoms and rights. This is a moment all of us will remember for the rest of our lives. It is time to live up to it.

Bachelet is the U.N. High Commissioner for Human Rights

Jason Reynolds

"Feel the feels, need the needs, but afterward take inventory." We live in a world where we're so inundated with so much noise that I fear we forget to not just feel, but also assess. How do I feel today? How's my breathing? My body? Have I called my mother? Have I checked on a friend? Have I been of service? Have I laughed? Have I cried? Have I danced? We have to constantly remind ourselves of what we *have.*

Reynolds is an author

Tom Steyer

I try to follow this advice: **anticipate as many problems as you can** so that when a crisis does occur, you are able to deal with it calmly and rationally.

Steyer is a philanthropist and a former Democratic presidential candidate

PHOTOGRAPH BY NICK LAHAM

WHEN IN DOUBT, HELP

BY STEPHEN CURRY

MARCH 6. THAT'S WHEN IT ALL BECAME very real. I had just played my first basketball game in months the night before, and conversations were swirling about what this virus might mean for the league. That night, I started to feel sick. The fever set in. First at 100. Then 101. My first thought was, "What are the chances? Could this really happen?" After months of waiting to get back on the court following a broken hand and two surgeries, I just wanted to play. But the threat of this mystery virus locked me in my bedroom to protect everyone I cared about: wife, kids, teammates, fans.

I was the first NBA player tested for COVID-19. Thankfully, my test came back negative. But that experience hit me, and it hit me hard. I'm fortunate to have the job I do, and not have to worry about all the many things crippling families across the country during this pandemic: unemployment, hunger, housing. How couldn't I use all my resources and the full power of the platform my wife and I have built to help those desperately in need during this time? We have a responsibility to one another.

SMALL GESTURES IN TIMES OF CRISIS CAN END UP BEING THE BIG GESTURES THAT MADE THE DIFFERENCE

MY WIFE AYESHA frequently says, "Be the village to help people who are in need," and that's what we're trying to do. Oakland, Calif., has been our beloved city for more than 10 years—and its community welcomed us with open arms since day one. Before this crisis, about 20% of local residents, including many children, were struggling with food insecurity (a challenge Ayesha has been passionate about for years). But now, with schools closed and unemployment on the rise, food insecurity threatens to soar to unprecedented levels. With every photo of the never-ending lines at food banks across the country, we are reminded of the harsh reality of life today for Americans.

So much of the work we're doing during the COVID-19 pandemic is to ensure every resident in Oakland has access to the food they need. From the moment Oakland schools announced indefinite closures, our Eat. Learn. Play. foundation has played a crucial role in providing more than 1 million meals to Oakland kids and families. Going forward, we're committed to helping provide nearly 300,000 meals every week to Oakland residents for the next several months, alongside our dedicated partners at the Oakland Unified School District, Alameda County Community Food Bank and chef José Andrés' World Central Kitchen. Our work with World Central Kitchen has meant reopening more than a dozen Oakland restaurants to prepare nutritious meals for many of Oakland's most vulnerable residents, including the elderly and homeless populations, and low-income families most at risk.

We have a unique opportunity to come together, to bridge humanity; and the future of our world depends on what you do next. Whether it's giving blood, donating to your local food bank, checking in on your elderly neighbors or just staying home, our small gestures in times of crisis can end up being the big gestures that made the difference.

Curry is a guard for the Golden State Warriors and two-time NBA MVP

REDUX

Raj Panjabi

When I was 9 years old, my family had just arrived in North Carolina after fleeing Liberia's civil war. As we rebuilt our lives in America as refugees, my father kept repeating this lesson he learned from West Africa: **no condition is permanent.** As a teenager, I found it annoying, but three years ago I gave a TED talk about it because it has shaped my worldview. I fundamentally believe that we as human beings are not defined by the conditions we face, no matter how hopeless they seem—we are defined by how we respond to them.

Panjabi is the co-founder and CEO of Last Mile Health

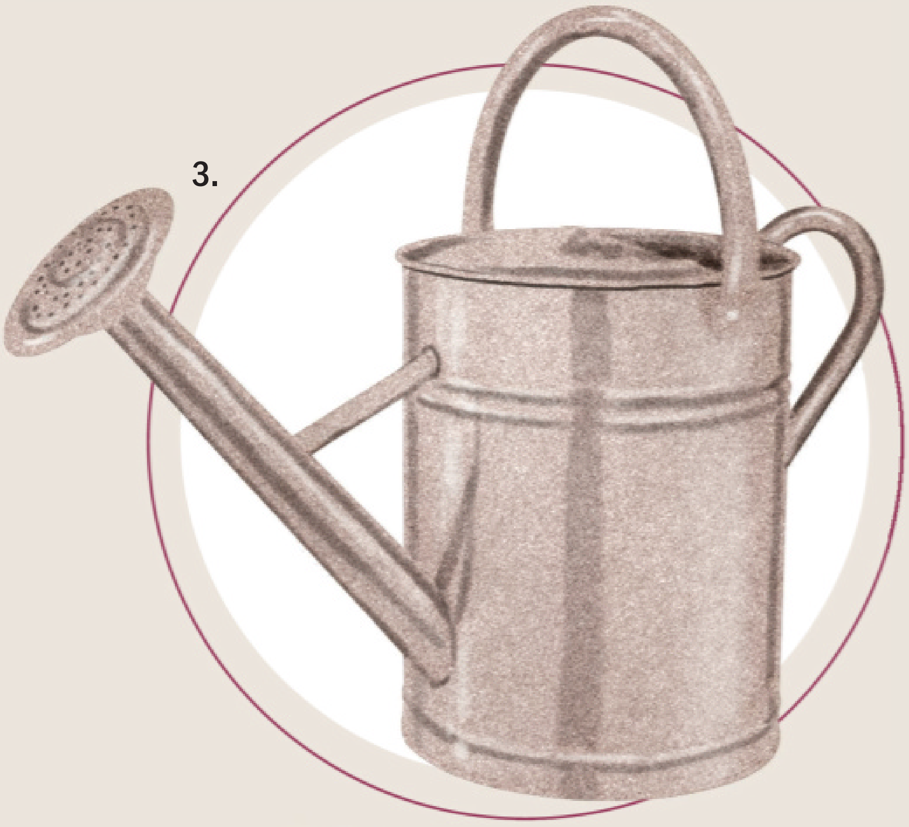
Diane von Furstenberg

The most useful thing to remember is that **being *alone* Is not being *lonely*.** Being alone is the only place to truly find your strength, but you have to own it and be true to yourself.

von Furstenberg is a fashion designer

SELF-CARE STRATEGIES

We asked members of the **TIME 100** how they're keeping themselves healthy. Here's what they said:



3.

1.

5.

'I EXERCISE DAILY, PRAY DAILY AND TRY TO TALK WITH AS MANY POSITIVE PEOPLE AS I CAN. THAT PUTS ME IN A POSITIVE FRAME OF MIND, GIVES ME HOPE AND INSPIRES ME TO KEEP FIGHTING FOR WHAT'S RIGHT.'

1.
TOM STEYER
PHILANTHROPIST AND FORMER DEMOCRATIC PRESIDENTIAL CANDIDATE

'Sometimes I manage to meditate, and sometimes I manage to do 30 minutes of yoga. When I feel my mind is suffocating, I go on walks. I am trying not to put too much pressure on myself.'

2.
LIYA KEBEDE
MODEL AND MATERNAL-HEALTH ADVOCATE

'Working out, gardening and guided meditation. I write in my journal, take long walks, and several times a day, I stop and tell myself at least three things I feel grateful for.'

3.
ALY RAISMAN
OLYMPIC GYMNAST

'Communicating with people I love and care about, while also taking time for myself.'

4.
MISTY COPELAND
BALLET DANCER

'Making sure I get enough sleep. It's the underpinning of every aspect of our physical immunity and mental resilience. Among the many things we should be distancing ourselves from right now, sleep is definitely not one of them.'

5.
ARIANNA HUFFINGTON
FOUNDER AND CEO OF THRIVE GLOBAL

ILLUSTRATIONS BY JASON RAISH FOR TIME

1.

HEIRLOOM TREASUES
SEEDS
Fruits over One Pound!
90 Days to maturity
CHEROKEE PURPLE
INDETERMINATE TOMATO
100MG Canisteo, NY 14823

3.

FAMILY FIRST

We asked members of the **TIME 100** for their favorite home-parenting tips. Here's what they said:

'Bribery is amazing with children. I use quid pro quos all the time with my 2-year-old. It's the only way I can get her to change, sleep or eat dinner. I'm not even ashamed of it.'

1.
HASAN MINHAJ
COMEDIAN

'Shower the dog at the same time you shower the kids. Three birds, one stone!'

2.
JOHN KRASINSKI
ACTOR AND DIRECTOR

'Kids can't break dirt. My son and I have started a garden—right now it's just seedlings from seeds on the windowsill—and we're up past 60 plants now that we'll plant as soon as the ground thaws. We're both learning something we can apply next year.'

3.
HOPE JAHREN
SCIENTIST AND WRITER

'ENSURING OUR CHILDREN GET EXERCISE IN BETWEEN HOMESCHOOLING IS IMPORTANT—NOT JUST FOR THEIR HEALTH BUT ALSO MINE. SO MY SONS AND I RUN AT THE PARK WHILE I PUSH MY TODDLER DAUGHTER IN HER STROLLER. THE CASES OF TANTRUMS HAVE PLUMMETED.'

4.
RAJ PANJABI
CO-FOUNDER AND CEO OF LAST MILE HEALTH

'Documentary series are our go-to parental crutch. Programs like Night on Earth, Chasing the Moon *and* Eyes on the Prize. *Inevitably, there are great questions that lead us off on wonderful tangents.'*

5.
LYNN NOTTAGE
PLAYWRIGHT

RECOMMENDATIONS

Martha Stewart

When I have finished business and farm chores, I binge-watch—most recently ***Unorthodox*** (five stars), ***The English Game*** (five stars) and ***Homeland*** (five stars).

Stewart is the founder of Martha Stewart Living Omnimedia

John Krasinski

ON THE MUSIC FRONT, I KEEP LISTENING TO PEARL JAM'S 'JUST BREATHE' SO I REMEMBER TO DO SO. AND ON THE TV FRONT, IT'S A TOSS-UP BETWEEN ***STORYBOTS*** AND ***SUCCESSION.***

Krasinski is an actor and director

Chloe Kim

I have been rewatching ***The Office,*** and it honestly has been getting me through.

Kim is an Olympic snowboarder

AFRICA IS NEXT

BY CYRIL RAMAPHOSA

THE COVID-19 PANDEMIC IS A STARK reminder of just how interconnected the world is.

The disease has cut a broad swath across the globe, from Europe to Asia, to North and South America, and to Africa. Infections continue to rise in developed and developing countries, rendering distinctions of wealth, poverty, nationality, race and class meaningless.

At the time of this writing, there have been more than 10,000 confirmed cases in nearly all African countries. While this is low compared with other regions, unless something is done now, this figure will rise exponentially in the coming weeks and months. With its weak health systems, widespread poverty, poor sanitation and urban population density, Africa is particularly vulnerable.

This pandemic isn't just putting pressure on public-health systems, it is also impacting livelihoods, trade and economic growth. If not contained, it will seriously set back efforts by African nations to eradicate poverty, inequality and underdevelopment.

THIS PANDEMIC COULD SERIOUSLY SET BACK EFFORTS TO ERADICATE POVERTY, INEQUALITY AND UNDERDEVELOPMENT

The countries of Africa have therefore decided to unite around a common continental response. We are coordinating efforts among member states, African Union (A.U.) agencies and other multilateral organizations. Our response covers surveillance, prevention, diagnosis, treatment and control.

A number of countries have embarked on border closures, nationwide lockdowns and the rollout of mass screening and testing programs. Isolation and quarantine measures are being put in place for those at risk and medical management for those who are already ill. These efforts are taking place in tandem with mass public-education campaigns around social distancing and proper hygiene.

African leaders have established an A.U. COVID-19 Response Fund. But given the formidable resource constraints faced by many African countries, we will need the support of the international community.

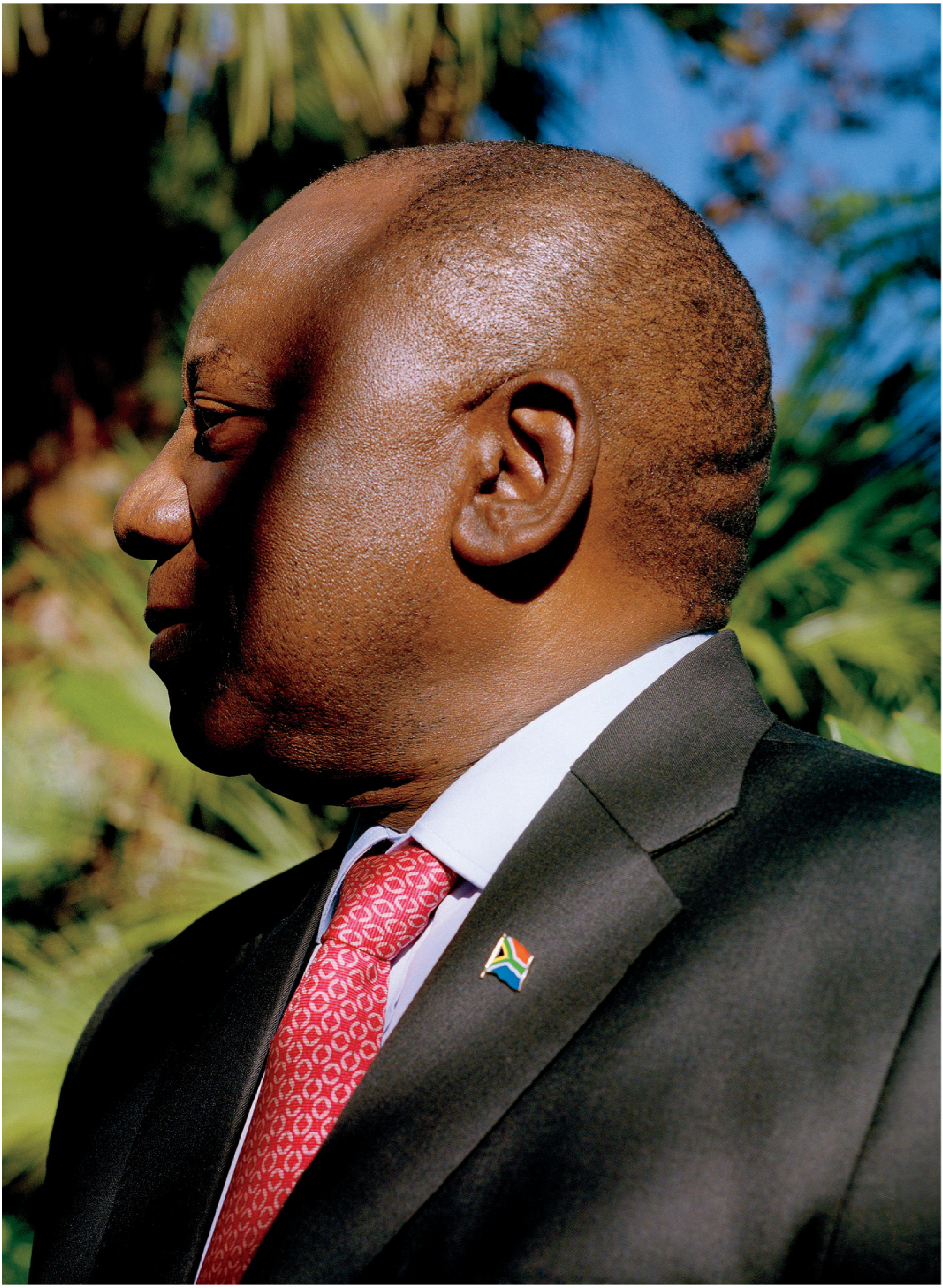
THIS IS A TIME when the G-20 countries, international partners and financial institutions must demonstrate the commitment they made in a 2020 joint communiqué to support Africa. The pandemic is already exerting a substantial toll on African economies, with budgets being reprioritized toward health spending. The A.U. has proposed several measures, including debt relief in the form of interest-payment waivers and deferred payments. This will give governments fiscal space and added liquidity.

As it seeks to mobilize international support, Africa is also looking to its own capabilities and resources. By scaling up manufacturing, we aim to produce urgently needed supplies of protective equipment and test kits, plus lifesaving medicines and vaccines for our own consumption.

Africa is united in this fight. It has proven expertise in managing infectious-disease outbreaks and epidemics. It has world-class scientists, epidemiologists and researchers, led by the Africa Centres for Disease Control and Prevention.

With the necessary support, we will be able to build on what we have. We will be able to bolster health infrastructure and health systems on the continent. We will be able to cushion our populations from the inevitable economic fallout, and we will be able to turn the tide against this pandemic, country by country.

Ramaphosa is President of the Republic of South Africa and chairperson of the African Union 2020



PHOTOGRAPH BY KENT ANDREASEN FOR TIME

Wanuri Kahiu

Toni Morrison's call to action for artists keeps me steady: "This is precisely the time when artists go to work. There is no time for despair, no place for self-pity, no need for silence, no room for fear. **We speak, we write, we do language. That is how civilizations heal."**

Kahiu is a writer and director

Aly Raisman

Listen to your body and take time for yourself. For many of us, the way we speak to ourselves is not the same way we would speak to someone we love and care about. I try to remember this when I feel anxious. When we practice self-compassion, we can then be a better help to others.

Raisman is an Olympic gymnast

A tale of two futures

BY NATHAN WOLFE

COVID-19 WILL NOT BE THE last pandemic in our deeply interconnected world, and sadly it won't be the worst. Two profoundly different possible futures are available to us: one in which we stick our heads in the sand as we have consistently done, and one where humanity takes the hard, necessary steps to protect itself.

In a world where we take the path toward resilience, we will universally eliminate the wild-animal trade, stopping many epidemics from occurring in the first place. Most viral epidemics spill over from wild animals, particularly animals closely related to us, like mammals. Eliminating the wildlife trade will reduce spillovers by breaking the link between wild animals and dense cities with vast human populations.

Such a ban won't completely eliminate contact with wildlife viruses. But in a resilient future, we will know our enemy better than we do now, thanks to the virologists currently seeking out and studying as many viruses as possible. Virologists estimate that wild animals carry approximately 750,000 viruses with the ability to infect people. This seems like a huge number, but pilot efforts like USAID's PREDICT program have demonstrated the feasibility of a comprehensive inventory of these viruses. The envisioned Global Virome Project will cost billions of dollars—and will do for epidemics what the Human Genome Project has done for medicine, providing the scientific world with detailed knowledge of the viruses that will cause tomorrow's pandemics. The Coalition for Epidemic Preparedness Innovations has already raised hundreds of millions of dollars to develop vaccine pipelines for future pandemics, and armed with genetic data from the 750,000 viruses, it would be able to establish viral libraries before novel epidemics emerge—dramatically decreasing the time to develop a new vaccine.

Vaccines help stop epidemics, but so does money. In a resilient future, early cases of an outbreak will trigger the immediate release of funds to control it, by way of sovereign or regional-level epidemic-insurance policies. The global hot spots where epidemics historically have emerged overlap with some of the world's least developed countries. Today, serious financial limitations can make it hard for leaders in such countries to respond to outbreaks in time. When politicians balk, epidemics ignite. In a resilient future, this won't happen; instead, dedicated funds will automatically flow into preprogrammed rapid-response efforts.

The modern world depends largely on companies for employment, and they were caught terribly off guard by COVID-19, resulting in unprecedented job loss. In a resilient future, that will change. The private sector already knows how to protect itself from catastrophic events. For a litany of catastrophes, including hurricane, earthquake, cyber, terror and flood, companies have resilience plans and insurance to manage their exposure—but not for epidemics. In a resilient future, companies will have chief epidemic security officers poring over company-specific risk assessments, developing tailored mitigation plans, and obtaining independent epidemic-preparedness certifications. They will also have insurance.

YOU MAY WONDER what insurance company would risk offering business coverage for epidemics, particularly

WOLFE: AP; RAISMAN: JAMIE MCCARTHY—GETTY IMAGES FOR EJAF

Wolfe, author of The Viral Storm: The Dawn of a New Pandemic Age, *was named to the TIME 100 in 2011 in recognition of his work tracking infectious diseases*

after seeing the losses from COVID-19. The world felt similarly after 9/11. Following 9/11, lenders, for example, would no longer agree to finance the construction of high-rises without terrorism insurance, and insurers were ill-equipped to offer such coverage. What resulted in the U.S. was the Terrorism Risk Insurance Act, which enables the insurance industry to write policies to protect against terrorism with the assurance that if the losses go beyond a certain level the government will step in. Governments around the world will create similar backstops for pandemic insurance, permitting insurers to adapt to a post-COVID-19 reality. Insurers will learn to take on more and more of the burden, decreasing the cost to taxpayers when the next one hits. Insured companies means fewer layoffs, and in some countries companies may have to guarantee this to participate in the program.

Future solutions will take advantage of technologies that don't even exist and boggle the mind. Our resilient future, for example, will include digital immunity passports not imaginable a decade ago. If an app can be safe enough to store and use credit-card information, it can do the same for a lab result. Like the yellow immunization cards that people keep with their passports, such apps will certify individuals' immunity to viruses they have been vaccinated against. They will also be linked to diagnostic test results so that individuals, when recovered and immune, can re-enter the workforce. These systems will give individuals and their communities confidence to return to normal more rapidly, and the data will give health officials real-time susceptibility maps showing what regions need to be quarantined and where to focus vaccination efforts.

It's hard to be optimistic during one of the greatest crises of modern times. Here's how: First, imagine this epidemic had occurred 20 years ago, in a world with limited Internet, remote work systems, e-commerce and grocery delivery. A world ill-equipped to detect an outbreak and sequence a virus in days, and scale diagnostics in weeks and vaccines in months. Then imagine that now, with all of these tools, humanity fully realizes the scale of the risks it faces and puts its remarkable capacity to adapt and innovate into protecting itself from future pandemics. That is the only future we can choose. And it can start now if we want it to.

Wolfe is a virologist and the founder of Metabiota, an analytics firm that uses data to monitor epidemic risk

RECOMMENDATIONS

Hasan Minhaj

Snow Crash by Neal Stephenson. Even though it was written in the early '90s, it predicted so many technological innovations that are a part of our lives now.

Minhaj is a comedian

Lynn Nottage

THE CRITERION CHANNEL HAS BEEN A LIFELINE DURING THIS PANDEMIC. I HAVE SOUGHT INSPIRATION AND REFUGE IN WATCHING CLASSIC CINEMA AND EXPLORING QUIRKY FILMS THAT ARE WELL OFF THE BEATEN PATH.

Nottage is a playwright

HOW TO PREVENT A DEPRESSION

BY KLAUS SCHWAB AND GUIDO VANHAM

^ Schwab, head of the World Economic Forum, says we need to collaborate to avoid a depression

ANOUSH ABRAR—REDUX

A FEW MONTHS IN, IT IS STILL HARD TO GRASP THE scale and scope of COVID-19's global impact. A third of the world population is estimated to be under some sort of lockdown. Nearly 200 countries are affected, and the numbers of new cases and deaths in many places are still growing exponentially. All the while, a second crisis, in the form of an economic recession, is under way.

We all want to leave this crisis behind as soon as possible. But eager as we are to restart social and economic life, to do so, we must put prime focus on public health. Government and business collaborating is our best chance.

While governments and companies that have "bent the curve" can cautiously start initiatives to get parts of social and economic life going again, companies should leave their competitive interests temporarily behind, and they should work together to ensure that the most effective vaccine can be developed as fast as possible and the necessary production can start on a large scale. It is the only true way out of this crisis.

Looking forward, the big question is: How long should the lockdown be maintained, and when and how do we release it gradually?

Two complementary strategies to prevent further epidemic growth can be rolled out: The first is serological testing, i.e., looking for COVID-specific antibodies in the general population. By doing this, you can monitor what fraction of the population has been in contact with the virus and is potentially immune.

The second is to develop reliable rapid antigen tests to quickly diagnose those who carry the virus (with minimal or no symptoms) and install contact tracing by app technology to rapidly identify contacts of the infected persons who could be quarantined to prevent further spreading.

FOR GOVERNMENTS AND BUSINESSES, combining both strategies may be their best chance of getting the economy going again. Which aspects they start first—opening schools, workplaces, shops and restaurants—should be a country-by-country choice. But once best practices become clear, countries should be willing to learn and coordinate with one another.

Ultimately it should be clear: the only long-term strategy to eradicate this virus is a COVID-19 drug and vaccine. This type of development typically supposes that one has at least a few dozen candidates that work very well in vitro and in animal models. And then it usually takes several years to bring one or two to the market. Given this knowledge, we shouldn't plan for an economic and social recovery in a year, simply out of hope.

In the meantime, we must make fundamental changes to our economic system. To prevent an economic collapse, governments will need to take on large and unprecedented roles in securing business continuity and jobs. The public debt that will accompany this will need to be carried by the strongest shoulders: the companies and tax-paying individuals most able to take it on. The crucial principle, that everyone will need to subscribe to, is that we're all in this together, for the long haul.

We have faced grave crises before. But if we want to come out of this unscathed in the long run, we must plan for unprecedented impact and collaboration in the short run.

Schwab is the founder and executive chairman of the World Economic Forum; Vanham is a professor of virology at the University of Antwerp

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AND HANDS.
AND SUPPLIES.
AND YOUR HELP.

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Q+A

Heed this inequality wake-up call

THE CORONAVIRUS IS disproportionately affecting African Americans, but health inequality plagued the U.S. long before the virus arrived. Democratic Congresswoman Lauren Underwood, who represents Illinois's 14th District and is the youngest black woman to serve in Congress, believes that better policy can help close the divide.

—*Mandy Oaklander*

How is your district faring with the coronavirus? This has been tough. My congressional district is half suburban but also half rural. The different types of communities experience it differently. In our suburban communities, so many people are working from home, if they are working. But we're also seeing significant increases in unemployment—like 1,000%. It's not necessarily like that in all of our rural communities where day-to-day life hasn't necessarily changed in terms of requirements to stay home and things like that. Certainly the agriculture industry has suffered. The leadership challenge for us is to navigate that dual experience.

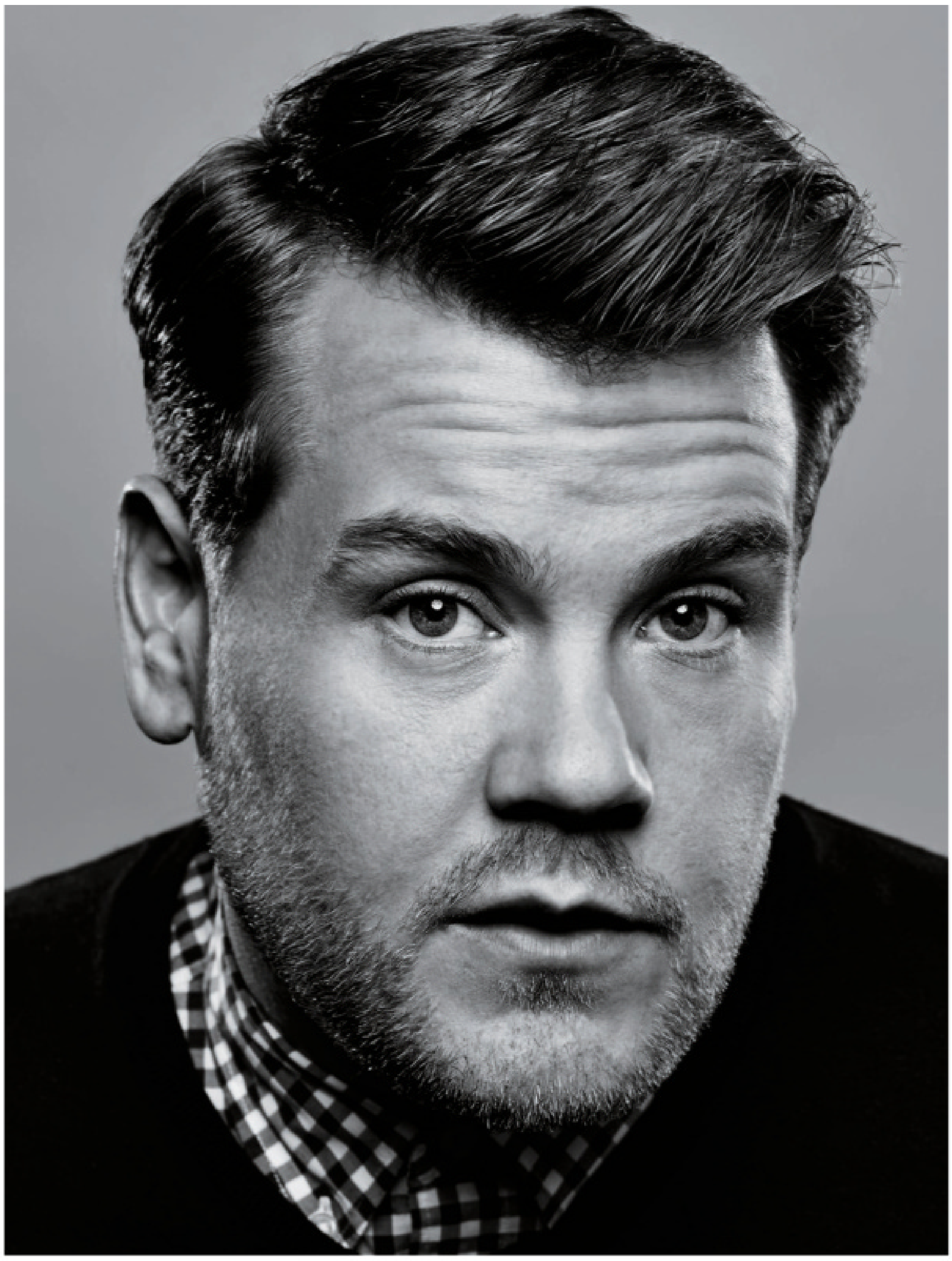
Are you seeing outcome disparities in terms of COVID-19 deaths? In Illinois, African Americans comprise less than 15% of the population but over 42% of the fatalities. We know that public-health crises can exacerbate existing health and economic disparities, and COVID-19 unfortunately is not an exception. We know that African Americans experience conditions like hypertension, heart disease, lung disease and kidney disease disproportionately and that those are related to more severe cases of COVID-19 and worse outcomes.

What can we do to close these gaps? One of the biggest problems for understanding the disparities is that they're not holistically tracked at the federal level. So I just joined my colleagues Robin Kelly, Karen Bass and Ayanna Pressley [and others] in introducing legislation—called the Equitable Data Collection and Disclosure on COVID-19 Act—to require the Department of Health and Human Services to collect and report racial, ethnic and other demographic data on COVID-19 testing, treatments and fatality rates. We need to have concentrated, focused testing efforts designed to reach out to vulnerable populations.

Data is so important as a foundational step. But also we have to have quality affordable health care coverage to begin to address health disparities, right? I called on the Administration to open a special enrollment period to allow uninsured Americans to enroll in marketplace coverage, and states that haven't expanded Medicaid should follow Illinois and do so immediately. Before COVID became a pandemic, we had millions of Americans that were uninsured in our country. And we're seeing the consequences of that right now.

You are a registered nurse. How can we better support health care professionals and others on the front lines? So many people are considered to be essential workers: truck drivers, health care workers, first responders, grocery-store clerks, letter carriers. We have to be doing everything that we can do to ensure that these individuals have the personal protective equipment (PPE) that they need to do their jobs. Right now, they oftentimes do not. For most of our PPE, the supply chain was dependent on foreign sources, and we're not able to import [enough] raw goods or fully produced items from our foreign trade partners or suppliers. Our domestic manufacturing began very low—and, still weeks into this pandemic, remains low. We've been calling on the President to activate his authority under the Defense Production Act—not just for ventilators, which he has activated for, but for PPE. It is critical.

Going forward, how can the government protect against disparities like the ones we're seeing now? I think that will require a significant level of investment in biomedical research and in expanding access to care, which means lowering health care premium costs and making sure prescriptions are affordable. It means making sure that we have enough health care professionals, because we know that there are shortages in many communities. It means that we have to expand Medicaid. We have to do all this work to improve the health status of the American people and be willing to make the investments to do so. If we have a healthy population, it gives us a better fighting chance in the face of a pandemic. I hope that is one of the lessons that we take away from COVID-19: we have a lot more work to do to improve health and to save lives everywhere, in particular for vulnerable populations and communities of color.



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In his March 30 special, Corden brought together stars including Billie Eilish, Will Ferrell and David Blaine

THE SHOW MUST GO ON

BY JAMES CORDEN

ON THE WEDNESDAY EVENING WE TAPED OUR LAST show in the studio, our executive producer came out and took a photo of the packed crowd. "I think it's going to be a long time before there's an audience in here again," he said. I had never seen the news change as rapidly as it did that day: border closures, shutdowns and terrifying statistics. By the time I came home to my wife and children that night, it felt like an entirely different world.

At first, we thought about how to do our show without an audience. But then, within hours, it became clear the entire staff of *The Late Late Show* couldn't even be in the same room anymore. I know how important arts and entertainment are: I say this as someone who has watched *As Good as It Gets* three nights in a row—what a masterpiece that movie is. We need those comforts most of all when people are sad and scared and anxious, as we all are. So we wanted to do something that could bring people of all generations together while keeping them safely apart. That's how we first conceived of *Homefest,* a special featuring guests and performers broadcasting from their own homes—and when it aired on March 30, it was truly global: I was in my home, going into the homes of performers around the world, from Andrea Bocelli in Italy to BTS in Korea to Dua Lipa in Britain.

We talked a lot about what comedy we wanted to write for the show. Ultimately, we came to the conclusion that the best thing to do was to be authentic. To simply say: "This is how I'm feeling, and it's all right to feel that way." With everything on hiatus, it can feel like there are no days anymore: you're just awake and you're asleep. A good friend of mine lost their husband recently, on the same day that another close friend came off their ventilator and got to go home. I feel unbelievably far away from my family and my friends in the U.K. But there's nowhere else you can go. So you might as well settle in, and know that whatever you're feeling is just a guest who's popping round—and that it, too, will pass.

HAS THIS MOMENT in time made people yearn for a collective experience? So much of what we do and consume is solitary—watching things alone on our phones. You come into work and say: "Oh, don't tell me, I'm only on Episode 5." But for the first time, with this, we're all really in something together. I actually think calling it *social distancing* is a mistake—that term couldn't be more wrong. We're physically distancing. Socially, I don't know if I've ever felt so connected to my friends and family. I've been calling people I haven't spoken to in years just because they pop into my head and I think, "I'm going to check in and see how they're doing."

As I feel us rushing toward the collective experience—of being among one another, even virtually, separated by so many borders—it occurs to me that gratitude may be the one that unites us most, even amid so many tragic losses. I can see now that I've taken so many things for granted, things for which I'm now acutely grateful. When things do revert to some form of normalcy, whenever that is, I hope I don't forget this feeling.

I've never felt less inspired or creative—but the show must go on. That's true of what we create, but it's also true of how we care for those closest to us. What matters now is looking after the people you love and being there for them. And when all else fails, the power of a good deep breath, a chuckle with a friend and a glass of wine should never be underestimated.

Corden is an Emmy- and Tony-winning comedian, actor and the host of The Late Late Show

UNDERWOOD: ILLUSTRATION BY GLUEKIT FOR TIME, CARL TIMPONE—REUTERS; CORDEN: VINCENT DOLMAN/NEWS SYNDICATION—REDUX

ADVICE

Zion Williamson

When I was rehabbing, it was tough because I just wanted to play. My parents always reminded me that **it may be dark outside now, but the sun will shine in the morning.** It is how you respond to adversity that shapes your journey.

Williamson is an NBA player

Mohamed Salah

I ONCE CAME ACROSS A PHRASE TRANSLATED FROM SPANISH: **‘NO HAY MAL QUE DURE 100 AÑOS NI CUERPO QUE LO RESISTA.’** IT ESSENTIALLY MEANS ‘NOTHING BAD LASTS FOREVER.’

Salah is an Olympic and Premier League soccer player

WHAT TAIWAN DID RIGHT

BY TSAI ING-WEN

TAIWAN IS AN ISLAND OF RESILIENCE. Centuries of hardship have compelled our society to cope, adapt, and survive trying circumstances. We have found ways to persevere through difficult times together as a nation, and the COVID-19 pandemic is no different. Despite the virus’s highly infectious nature and our proximity to its source, we have prevented a major outbreak. As of April 14, we have had fewer than 400 confirmed cases.

This success is no coincidence. A combination of efforts by medical professionals, government, private sector and society at large have armored our country’s defenses. The painful lessons of the 2003 SARS outbreak, which left Taiwan scarred with the loss of dozens of lives, put our government and people on high alert early on. Last December, when indications of a contagious new respiratory illness began to appear in China, we began monitoring incoming passengers from Wuhan. In January, we established the Central Epidemic Command Center to handle prevention measures. We introduced travel restrictions, and established quarantine protocols for high-risk travelers.

THE HUMAN CAPACITY TO OVERCOME CHALLENGES TOGETHER IS LIMITLESS

Upon the discovery of the first infected person in Taiwan on Jan. 21, we undertook rigorous investigative efforts to track travel and contact history for every patient, helping to isolate and contain the contagion before a mass community outbreak was possible. In addition to the tireless efforts of our public-health professionals, spearheaded by Health Minister Chen Shih-chung, our informed citizens have done their part. Private businesses, franchises and apartment communities have initiated body-temperature monitoring and disinfection steps that have supplemented government efforts in public spaces.

To prevent mass panic buying, at an early stage the government monitored market spikes in commodities and took over the production and distribution of medical-grade masks. With the cooperation of private machine-tool and medical-supply companies, the Ministry of Economic Affairs coordinated additional production lines for surgical masks, multiplying production capacity. Supported by technology experts, pharmacies and convenience stores, we devised a system for distributing rationed masks. Here, masks are available and affordable to both hospitals and the general public. The joint efforts of government and private companies—a partnership we have deemed “Team Taiwan”—have also enabled us to donate supplies to seriously affected countries.

TAIWAN HAS ONE of the world’s top health care systems, strong research capabilities and transparent information that we actively share with both the public and international bodies. Indeed, Taiwan has effectively managed the containment of the coronavirus within our borders. Yet on a global level, COVID-19 is a humanitarian disaster that requires the joint efforts of all countries. Although Taiwan has been unfairly excluded from the WHO and the U.N., we remain willing and able to utilize our strengths across manufacturing, medicine and technology to work with the world.

Global crises test the fabric of the international community, stretching us at the seams and threatening to tear us apart. Now more than ever, every link in this global network must be accounted for. We must set aside our differences and work together for the benefit of humankind. The fight against COVID-19 will require the collective efforts of people around the world.

Taiwan is no stranger to hardship, and our resilience stems from our willingness to unite to surmount even the toughest obstacles. This, above all else, is what I hope Taiwan can share with the world: the human capacity to overcome challenges together is limitless. Taiwan can help.

Tsai is the President of Taiwan

SALAH: ANDREW POWELL—LIVERPOOL FC/GETTY IMAGES

PHOTOGRAPH BY NHU XUAN HUA FOR TIME

TAKING CHARGE

We asked members of the **TIME 100** about the best way to lead during times of crisis. Here's what they said:

'Leaders have to fully educate themselves on the facts surrounding every aspect of the crisis. Do not downplay the facts. Do not over-sensationalize them.'

INDRA NOOYI

DIRECTOR ON AMAZON'S BOARD AND FORMER CEO OF PEPSI

'Communicate, communicate, communicate with clarity and conviction. And sometimes you have to break glass to move the bureaucracy and status quo, and demand answers.'

ELISE STEFANIK

U.S. REPRESENTATIVE (R., N.Y.)

'Remember the words of John Wooden: Focus on what you can control, and do it to the best of your ability.'

TOM STEYER

PHILANTHROPIST AND FORMER DEMOCRATIC PRESIDENTIAL CANDIDATE

'Keep calm, vigilant and logical.'

BOBI WINE

UGANDAN PRESIDENTIAL CANDIDATE AND POP STAR

'It's important to remember that everyone has something they are dealing with, whether they are sharing it or not. It helps to be understanding and accommodating.'

MARISSA MAYER

LUMI LABS CO-FOUNDER

'THE BEST WAY TO LEAD DURING ALL TIMES IS WITH CANDOR AND INTEGRITY; THAT'S TRIPLED IN TIMES OF CRISIS. TAKE RESPONSIBILITY, MOTIVATE OTHERS, INSTALL THE BEST PEOPLE, AND KEEP A VISIBLY COOL HEAD.'

PREET BHARARA

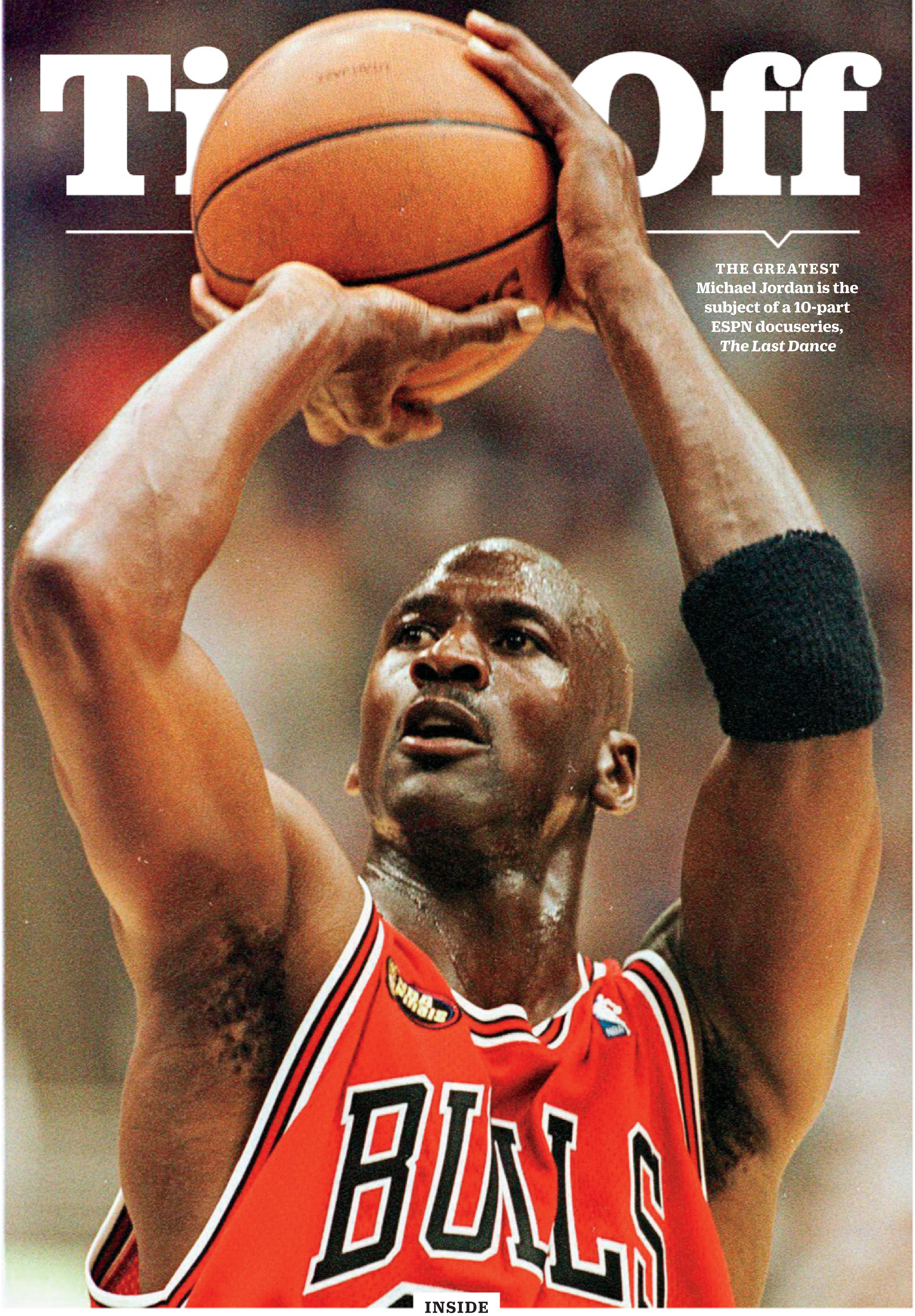
PODCAST HOST AND FORMER U.S. ATTORNEY

'Bring out the best in the team by challenging them with tough but achievable goals, encouraging them with sincerity and trust, motivating them with a compelling vision and listening to them with empathy.'

KAI-FU LEE

CEO OF SINOVATION VENTURES

Ti Off



THE GREATEST Michael Jordan is the subject of a 10-part ESPN docuseries, *The Last Dance*

INSIDE

NINE MUST-READ NEW BOOKS FOR LOCKDOWN

SMALL-TOWN VILLAINS GET A SPLASHY SCREEN TREATMENT

BLACK-ISH'S KENYA BARRIS COMES TO NETFLIX

PHOTOGRAPH BY JEFF HAYNES

TELEVISION

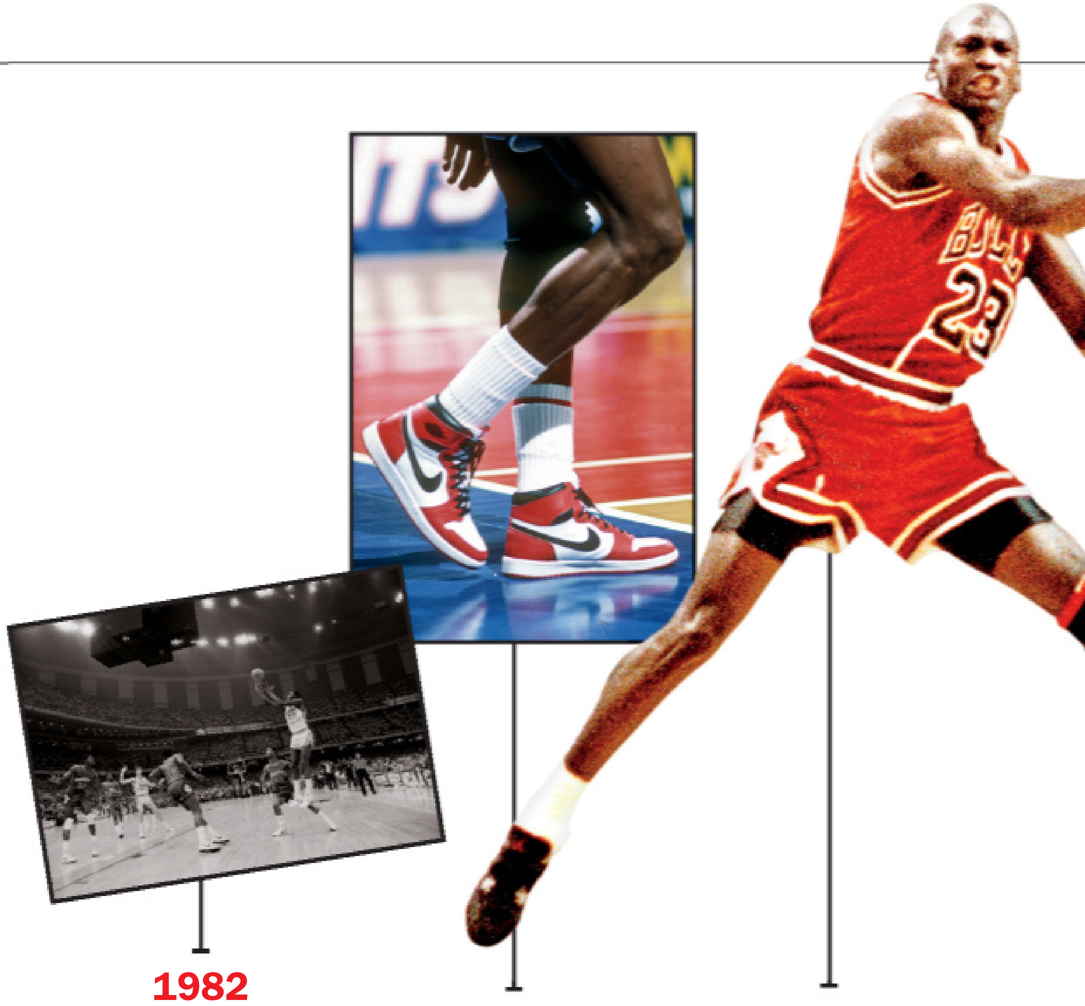
A quarantine gift from Michael Jordan

By Sean Gregory

ESPN HAS TAKEN NOBLE SWINGS AT PROGRAMming a sports network with no sports. But there are only so many airings of marbles races, old games and gabfests about the April 23–25 NFL draft—an event that, during the COVID-19 pandemic, feels as significant as a speck of sand—that viewers can take. That's why fans clamored so hard for ESPN to move up its highly anticipated 10-part docuseries starring Michael Jordan, widely regarded as the greatest athlete ever to grace this earth, from an original airdate of June 2—coinciding with an NBA Finals series that no longer exists—to ASAP. People need a dose of nostalgia, and reason to anticipate any kind of shared cultural experience, now more than ever.

Luckily, the network listened. The first two episodes of *The Last Dance,* which chronicles Jordan's final championship season, with the 1998 Chicago Bulls, debut on the network on Sunday, April 19. On each of the following four Sundays, a pair of new episodes will premiere on ESPN; the series will stream on Netflix outside the U.S. starting on April 20. Through previously unaired footage captured from a crew embedded with Air Jordan and the Bulls that 1997–1998 season, and fresh interviews with all the major characters—including Jordan, his running mate Scottie Pippen, coach Phil Jackson and Dennis Rodman, who went on a team-sanctioned bender in Las Vegas with then girlfriend Carmen Electra in order to clear his head a bit—*The Last Dance* offers raw, rare insight into a team that became the subject of global obsession. (Game 6 of the 1998 NBA Finals, in which Jordan's final shot in a Bulls uniform clinched Chicago's third straight championship and sixth in eight years, remains the most-watched NBA game in history, having averaged 35.6 million viewers.)

For a generation of fans who never witnessed Jordan or those Bulls teams live, the film will serve as a satisfying crash course on the MJ mystique. And while amateur Jordan scholars probably won't discover any new bombshells, at least in the eight episodes available to the media, the project offers all viewers a useful reminder: Jordan's career arc was unfathomably bizarre. He first retired in his prime after his father's tragic murder, shifted to playing baseball—baseball!—then took a second forced retirement after '98 because Bulls executives, for some still inexplicable reason, felt inclined to break up a team that did nothing but win and thrill the globe. If Jordan existed in today's Twitter-mad, media-saturated world, the unstable Internet would have already lost its collective mind.



1982
Hits winning shot in NCAA title game vs. Georgetown

1984
First Air Jordan sneakers released

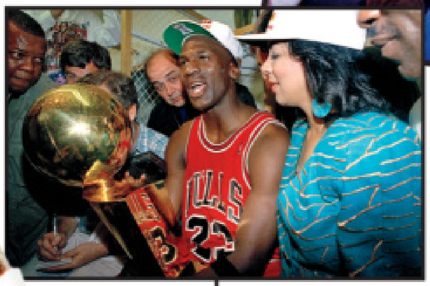
1989
Hits "the shot" vs. Cleveland in the playoffs

MOVING THE DOCUMENTARY UP a month and a half to appease the quarantined masses added some logistical challenges. The final two episodes aren't done yet, and the production crew is working remotely to see it to the finish.

> ***People need a reason to anticipate a shared cultural experience, now more than ever***

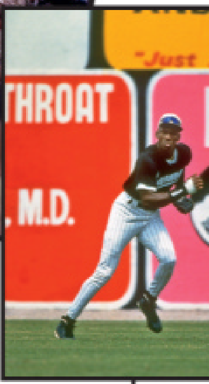
Before the pandemic, director Jason Hehir compared the edit process to preparing Thanksgiving dinner, where he could be in the kitchen communicating with people preparing different portions of the meal. "Now, instead, they have to send me the potatoes, send me the carrots, send me the turkey via messenger," says Hehir. "Then I can taste and tell them what I want it to be. It's a more roundabout process." One of the most crucial interviews—with Utah Jazz point guard John Stockton, a key Bulls foil in the 1997 and 1998 Finals—was conducted in Spokane, Wash., in early March, just before the outbreak shut down the state and the rest of the nation.

Going into the 1997–98 season, Bulls management hinted that the team's dynasty was nearing its end. So Andy Thompson, then a field producer for NBA Entertainment—and uncle of current Golden State Warriors star Klay Thompson—thought this final campaign should be recorded for posterity. But the league needed buy-in from Jordan. An up-and-coming NBA exec, current commissioner Adam Silver, pitched the idea to Jordan; he could sign off on how the footage was ultimately used. At the very least, Silver told Jordan, he'd have the most amazing collection of home movies for his kids.

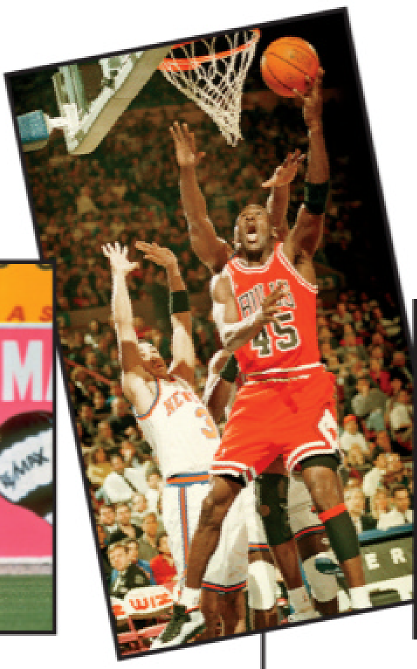


1991
Wins first NBA championship

1993
Announces retirement at October press conference in Chicago after third straight title and father's tragic murder



1994
Spends a season toiling for the Birmingham Barons, a minor-league affiliate of the Chicago White Sox



1995
Scores 55 points vs. New York, while wearing No. 45, upon returning to the NBA

1998
Celebrates his sixth, and final, title with coach Phil Jackson; both soon leave the Bulls

RARE AIR THROUGH THE YEARS

1991: AP; GETTY IMAGES (7)

The NBA shot more than 500 hours, a haul that sports documentarians had been lusting after for nearly two decades. At the 2016 NBA All-Star Game in Toronto, producer Michael Tollin, co-chairman of Mandalay Sports Media, met with Jordan's reps. Tollin pitched the project not as a documentary but as an event. The market for long-form epics was taking off: *OJ: Made in America,* the multipart doc that would go on to win an Oscar, had just debuted at Sundance. (With the continued rise of streaming services that give the films a bingeable home after airing, the demand for such docs has only grown.) Jordan, assured that the project would offer breathing room to share his full story, signed on.

Although Jordan had a hand in the project—two of his longtime business managers, Curtis Polk and Estee Portnoy, are executive producers—*The Last Dance* doesn't feel too sanitized. Turns out, he's the Michael Jordan of documentary interviewees: the best talking head in the film, honest, conversational, unafraid to unfurl profanities. We see Jordan at his most petty, like in archival footage when he pokes fun at the height and weight of diminutive Bulls general manager Jerry Krause, with whom Jordan feuded for years. (Krause died in 2017.) In one interview, ex–Bulls center Will Perdue calls him an "a--hole," before in the next breath acknowledging Jordan was a "hell of a teammate" for pushing Chicago to greatness.

Jordan defends his ruthless motivational methods. "Look, winning has a price, leadership has a price," he says during one interview in *The Last Dance.* "You ask all my teammates—one thing about Michael Jordan was he never asked me to do something he didn't f-cking do." The film cuts to a montage of Jordan lifting weights and running sprints. Still, Jordan tears up, a middle-aged man conflicted by his past. For once, many can relate to him.

THE LAST DANCE also takes on the controversies, like Jordan's penchant for gambling and aversion to politics. He famously refused to endorse Harvey Gantt, the African-American Democrat from Jordan's home state of North Carolina, in his 1990 Senate race against conservative Republican Jesse Helms, who opposed the Martin Luther King Day holiday. "Republicans buy sneakers too," said Jordan, whose Nike Air Jordan sneakers launched the concept of sports marketing into the stratosphere. (In the film, Jordan insists he made the statement in jest.) Even Barack Obama, an unabashed Bulls fan, admits to the filmmakers he wished Jordan had publicly backed Gantt.

Jordan's defense: activism's just not in his nature. He was too focused on his craft. "Was that selfish? Probably," he admits. "But that's where my energy was."

While *The Last Dance* deserves credit for exploring this part of Jordan's legacy, the section still feels like short shrift, given the emergence of social activism among today's sports stars. What does Jordan think of modern athlete engagement? How do today's stars, LeBron James and others, view Jordan's neutrality? These questions go unanswered. Even in a documentary covering the late 1990s—and even amid a pandemic where politics has taken a back seat to more serious chaos—placing Jordan in a contemporary context feels not only appropriate but crucial.

Such nitpicking, however, counts as part of the fun. And we sure can use a little of that. No Michael Jordan treatment, even one as comprehensive as *The Last Dance,* will leave everyone entirely fulfilled. Viewers can look forward to weekly debates about the documentary's merits and shortcomings. Whether it's during his playing days, his retirement years or a still surreal quarantine, His Airness is always worth talking about. Even from a social distance, it turns out, Michael Jordan can bring us together. ☐

Slovakia

TAKES CENTER STAGE

Slovakia's private sector has played a key role in the country's emergence as an economic power at the heart of Central Europe. Traditionally reliant on labor- and capital-intensive industries like heavy engineering, iron and steel production, Slovakia has also been a center of excellence in the region's automotive industry. On top of that, Slovakia's business sector has in recent years employed its expertise in expanding into several other sectors, including logistics, printing, and packaging.

There is more diversification to come, according to Grafobal Group owner Ivan Kmotrík. "Slovakia's geographical position is one of its main strengths, and its infrastructure is getting better by the day," says Kmotrík. "Just as importantly, the up-and-coming generation is smart, focused, hungry to work, and always looking to innovate."

That same spirit is reflected in the continuing search for diversification and improvement that has characterized the growth of local conglomerates like IDC Holding, whose activities now range from ski resorts and white goods, to hockey pucks and automotive components. "You don't have to be better at everything, rather just focus on one specific thing in your field," says IDC president Pavol Jakubec. "Slovakians are good at identifying the unique selling point."

In recognition of this combination of hard work, imagination, and Slovakia's strategic position on the east-west and north-south trade routes, the Organization for Economic Cooperation and Development last year cited Slovakia as among the world's fastest-growing developed economies. The country's aim over the years ahead is to fortify this position, which will be aided by the growing importance of Central Europe as a trade conduit between China and Europe. Overall, Slovakia offers investors and multinationals looking to increase their presence in Central Europe a unique combination of low labor costs and a highly skilled workforce.

When Slovakia's citizens voted to secede from Czechoslovakia in 1993, many observers questioned the wisdom of their decision. Since then, though, the nation's aptitude for the free-market business model has surprised many and produced impressive rewards. It is safe to say that more causes for celebration lie ahead.

IDC – Sweet Success

With sales expected to reach $659 million this year, confectionery is big business in Slovakia. In common with the rest of the world, a handful of multinationals dominate the market, but Slovakia's leading confectionery supplier is more than holding its own. That supplier is IDC Holding, the country's largest producer of confectionery and durable pastries. The company's annual production levels are close to 38,000 tons and its revenues are approaching $150 million. IDC's most popular lines include the Horalky, Tatranky and Mila brands, which have been enjoyed by successive generations of Slovakian children.

Founded in Prague in 1992 during the first wave of privatizations that followed the collapse of the Soviet Union, IDC is as much a Central European company as a purely Slovakian one. "We are an international company and serve a market of 60 million people," says IDC president Pavol Jakubec. "We are the biggest company of our kind in Slovakia, but most of our products are actually sold in the Czech Republic." IDC products are also a familiar sight in shops and kiosks in Poland, Hungary and Germany's Kaufland supermarket chain. "You can also find them around the world, but not always. If any of these markets grow sometime in the future, we will establish regular distribution channels," he says.

Pavol Jakubec
President IDC

Through his ownership of Vegum, Jakubec can also claim to be the largest supplier of ice hockey pucks in the world, mainly supplying the U.S. and Canadian markets. Headquartered in the village of Dolné Vestenice, Slovakia's so-called Rubber Valley, Vegum specializes in the production of extruded and molded rubber and rubber composites, which are also used by automotive and white goods manufacturers of nearly all the major trademarks. "We have our own engineering department, which means we can design and make compounds for rubber all at the same time; this speeds up production," says Jakubec. "Now we are ready to establish international partnerships."

Jakubec's latest venture is the construction of the Damian ski resort, the biggest in Slovakia, consisting of 208 holiday apartments and 24 hotel rooms in the beautiful Tatra mountains that border Poland. "We've sold most of the apartments already," he says. Clearly, Jakubec is a man with the Midas touch.

PEČIVÁRNE SEREĎ
SEDITA
1953

HORALKY

Mila

GRAFOBAL GROUP – Expanding Horizons

In the past 30 years, the annual GDP per capita of the average Slovak has shot up from $2,396 to almost $20,000. That huge improvement in the financial well-being of citizens owes much to the vision of entrepreneurs like Ivan Kmotrík, who in 1990 bought shares in a printing company that became one of the foundation stones of his $1.5 billion Grafobal Group business empire. This was followed by his acquisition of the Mediaprint-Kapa Pressegrosso newspaper and magazine distributor in a move that anticipated the enormous pent-up demand for magazines and newspapers in a population that had been starved of a free press for decades.

Ivan Kmotrík,
Founder Grafobal Group

These days, Grafobal Group is also a major player in the wholesale, retail and distribution of press, tobacco products and complementary goods, packaging, real estate development, healthcare, media and sports sectors. Kmotrík also owns a golf club and the ŠK Slovan Bratislava football club. In 2017, the company moved into the business aviation sector when it set up a joint venture with 50-year-old Jet Aviation, a subsidiary of the U.S.-based global aerospace and defense company General Dynamics. Today, Jet Aviation Flight Services (Malta) under its mother company, offers aircraft management and charter services to a number of Fortune 100 companies, governments, and high-net-worth Individuals around the world.

In 2017, the company acquired OMS Lighting, one of the leading manufacturers of industrial and domestic lighting in Central Europe, whose CitySys system has become integral to many smart city developments. It also owns TA3, the only news channel in Slovakia. Kmotrík was also active in the energy sector. He built up a gas-fuelled plant operator, GGE, which he successfully sold to Infracapital, an infrastructure investment arm of Prudential.

The majority the Grafobal Group's revenue, though, is still generated by its closely interconnected publishing, packaging and distribution operations. "Today our biggest division is our distribution network, but it wasn't always like that," Kmotrík recalls. "We started out in 1990 with two newspaper street vendors, and it all grew from there."

The first big breakthrough came when Kmotrík entered into a 50-50 partnership with a German company that he eventually bought out. The group now supplies thousands of newspaper kiosks and tobacconists and works closely with several multinationals, including Tesco Stores, Lidl, and Kaufland. Over the past five years, Grafobal Group has also made significant inroads into the Czech Republic.

Grafobal Group's packaging and printing operations are even more international. It continues to expand and develop its polygraphic business by acquiring, restructuring, and setting up a strategic network of new factories. Starting with the acquisition of a factory in the Lithuanian capital of Vilnius, Grafobal has grown consistently and developed its packaging and functional manufacturing capacity. It now owns five plants, one each in the Czech Republic, Bulgaria, Slovakia, Lithuania, and the Russian town of Rostov-on-Don close to the east coast of the Black Sea.

Thanks to Grafobal's regular investment in innovation and its 115-year-long tradition, the company has established a formidable reputation as a producer of packaging for companies in the food, pharmaceutical, tobacco and chemical industries looking for high-quality product, including striking corporate identities. "Most of our clients are multinationals," says Kmotrík, "and they use us because we have been in this business for many years. We always try to respond to the clients' changing needs and to develop our products and services accordingly."

The group's main markets have tended to be in the countries where its factories are located, but Kmotrík has a long-term ambition to expand Grafobal Group's distribution network into Poland and Romania. The holding may enter into an equity partnership in order to fund any additional expansion. In the long run, Kmotrík sees the Grafobal Group's future in a strategic partnership or in a merger with a bigger company.

In addition to its key location, one of Slovakia's other competitive strengths has been its low labor costs. This has proved to be a double-edged sword, though, as many younger members of the Slovak workforce have moved abroad for better paying jobs. Kmotrík is doing his best to reverse that trend and has begun offering some employees subsidized housing. "We give them somewhere to live on the condition that they stay with us for many years."

Kmotrík and Grafobal Group are also responsible for other initiatives that are improving Slovakians' quality of life, including several hospitals, clinics, sports and associated leisure activities. One of his most recent initiatives has been the Callio Gastro Card, a pre-paid electronic card that an increasing number of companies are now giving to their employees in place of printed meal vouchers.

"We are always looking for new opportunities and partners," says Kmotrík. "We are never afraid to start something new."

g grafobal GROUP

Resilience reads

By Annabel Gutterman

How do we stay present when our visions of the future keep changing? It's a question on everyone's minds—including publishers, who have moved to postpone many spring releases. It also drives many books still set to arrive late this month. From debut novelists to seasoned storytellers, these writers show us how to brace for unanticipated hardship, whatever that might look like. In doing so, they offer a welcome sense of relief—immersing us in the drama of someone else's narrative.

Kim Jiyoung, Born 1982

Cho Nam-Joo

Since it was published in Korean in 2016, Cho's debut novel has sold more than 1 million copies and been hailed as helping to launch "Korea's new feminist movement." Now, an English-language translation will introduce the titular character of *Kim Jiyoung, Born 1982* to a new audience. The book follows a woman crushed by the expectations of her gender, feelings that lead to harrowing conversations with her therapist. As she unveils the lifetime of misogyny her protagonist has faced in South Korea, Cho points to a dialogue around discrimination, hopelessness and fear that transcends boundaries.

Good Boy: My Life in Seven Dogs

Jennifer Finney Boylan

In 2017, human-rights activist Boylan went viral with a column she wrote for the New York *Times,* where she described the heartbreak she felt after her dog Indigo's death. Her new memoir expands on the powerful relationship between dogs and their owners. Boylan shares the stories of seven dogs, each connected to her life in different ways. As in her 2003 memoir, *She's Not There: A Life in Two Genders,* Boylan writes thoughtfully about her gender identity—and in *Good Boy,* she deepens that exploration, using the seven narratives to document her journey to finding self-acceptance.

If I Had Your Face

Frances Cha

Two working-class roommates live down the hall from a hairstylist in a Seoul apartment. A floor below, a woman tries to start a family with her husband, although she worries about the cost of raising a child in Korea's economy. In depicting the four women's financial burdens, Cha takes a bruising look at the inequity they all face. Her debut novel not only delves into these hardships but also sheds a light on the unattainable beauty standards in Korea—an issue that impacts her characters deeply. As they struggle both financially and socially, the women must learn how to lean on one another to get through increasingly difficult times.

The Moment of Tenderness

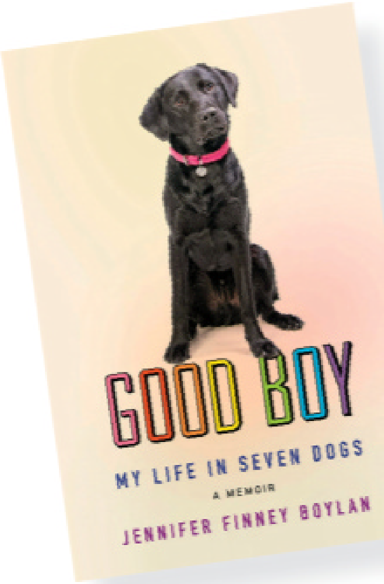
Madeleine L'Engle

This collection of 18 short stories, most of which are being published for the first time, brings readers a new glimpse inside the mind of L'Engle. The beloved novelist bounces around genres—science fiction, fantasy and more—in narratives that explore everything from summer-camp drama to life on another planet. Many of the stories were written in the 1940s and '50s, allowing readers to track the evolution of the writer before her award-winning young-adult novel *A Wrinkle in Time* debuted in 1962.

The Book of Longings

Sue Monk Kidd

The author of *The Secret Life of Bees* takes readers back to the first century in her imaginative fourth novel. *The Book of Longings* tells the story of rebellious Ana, a teenager who is resisting her arranged marriage to an older widower. He dies before they can be wed, and Ana, despite never having known the man, is ostracized for not properly mourning his death. This leads her to pursue a relationship with the one person who has shown support when no one else has—Jesus (yes, *that* Jesus). Influenced by narratives in the Bible and research on Jesus' life, Kidd's latest charts a young woman's struggle to confront the ways in which society dictates what she can and cannot do.



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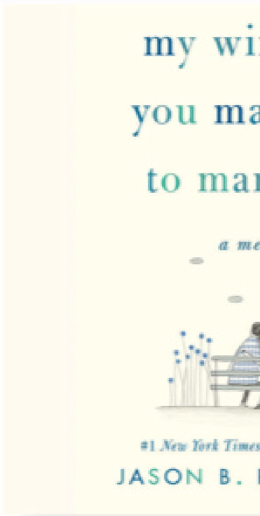
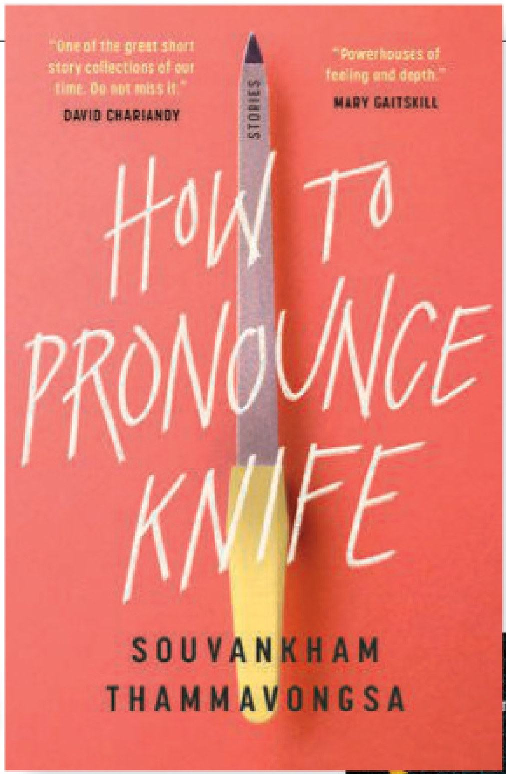
—KEVIN WILSON, best-selling au




"One of the great short story collections of our time. Do not miss it."
DAVID CHARIANDY
STORIES
"Powerhouses of feeling and depth."
MARY GAITSKILL
How to Pronounce Knife
SOUVANKHAM THAMMAVONGSA

INTERNATIONAL BESTSELLER
KIM JIYOUNG, BORN 1982
A NOVEL BY
CHO NAM-JOO

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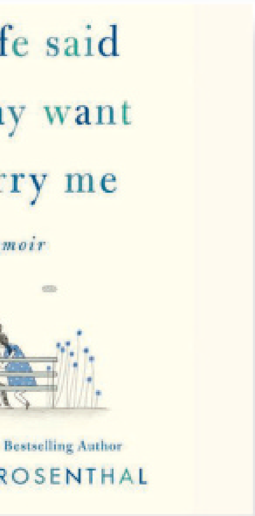
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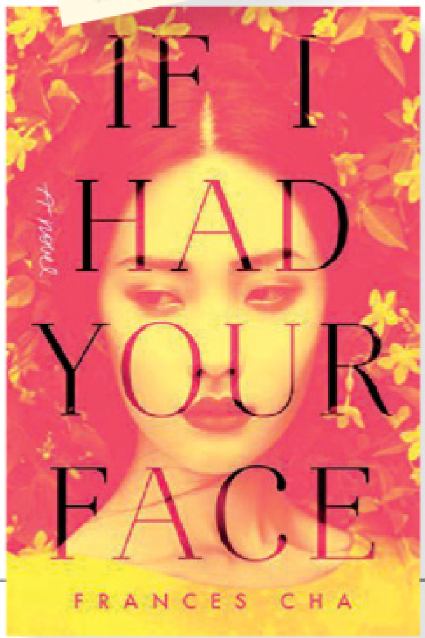
IF I HAD YOUR FACE
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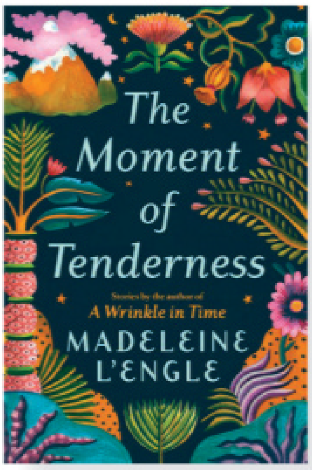

The Moment of Tenderness
A Wrinkle in Time
MADELEINE L'ENGLE

Stories of grief, community and the healing power of pets

My Wife Said You May Want to Marry Me

Jason B. Rosenthal

Before she died in 2017 from ovarian cancer, Amy Krouse Rosenthal wrote a heart-wrenching piece for the New York *Times* that stressed her desire for her husband to find love after she was gone. Now, the widower reflects on his life with and without Amy in his intimate and aching memoir. He shares what he and his three children have learned through grief, writing beautifully not only about death and dying, but also on how to move forward with hope for the future after such a tremendous loss.

How to Pronounce Knife

Souvankham Thammavongsa

The title story of poet Thammavongsa's debut fiction collection centers on a young girl who can't pronounce a difficult word, so she asks her father for help. Her question is simple—but his answer provides unforeseen ramifications for both child and parent. The interaction is indicative of the deceptively devastating power of these strange but biting stories, which are focused on Lao immigrants living in an unnamed North American city. Their narratives also share a harsh reality of their circumstances: understanding the boundaries of language and how those restraints relate to privilege.

Little Family

Ishmael Beah

The little family at the heart of Beah's novel is made up of five young people connected by trauma who live together in an abandoned airplane. Beah relays the scrappiness of the group—they have to steal in order to survive—and the comfort they provide to one another amid chaos and loss. But when one member gets friendly with some wealthy elites, the household's stability begins to fracture.

The Knockout Queen

Rufi Thorpe

Thorpe's third novel traces an unlikely friendship between Bunny, a high school volleyball star, and Michael, a closeted student with a septum piercing. Though seemingly different on the surface, the duo bond over the wounds of their youth. After gossip starts to linger around Michael at school, Bunny gets involved to protect him, but her attempt goes completely awry. The act she commits ties them together in ways they could never anticipate—and creates the backbone of Thorpe's electric portrait of adolescence.

Dynamic duo Jackman and Janney work miracles in a Long Island school district

MOVIES

The dazzling bamboozlers of *Bad Education*

By Stephanie Zacharek

NO ONE LIKES GETTING OLDER, LEAST OF ALL ACTORS. BUT there are reasons actors often do their best work in their 40s, 50s and beyond: if they can free themselves from the desire to play likable characters, they can move into the far richer territory of playing polychrome ones. In Cory Finley's white-collar-crime dark comedy *Bad Education,* Hugh Jackman and Allison Janney use their chief currency—their inherent likability—to lead us down a thorny, jagged path. As modern humans, we take so much pride in knowing everything that we forget how pleasurable it is to be duped. It's fun to put ourselves in the hands of expert bamboozlers, and in *Bad Education,* Janney and Jackman are exactly that.

Jackman stars as Frank Tassone, the much loved and highly efficient superintendent of an affluent Long Island school district, Roslyn, in the early aughts. Under Frank's guidance, the district's academic record has soared, raising property values and thrilling parents, who are overjoyed to see their little Justins and Jessicas being funneled into Ivy League schools. Frank is the sort of guy who remembers kids' names and what they're interested in—his people skills are half slick, half genuine. His second-in-command, Janney's Pam Gluckin, is more hard-nosed—her deadpan glare is practically a death ray. Together, these two are a great success story, and their community adores them for its own selfish reasons.

> **'I think it's a cautionary tale about putting blind trust in institutions, and in leaders.'**
>
> **CORY FINLEY**, director, to Deadline, about *Bad Education*

Then a bright student journalist, Rachel (Geraldine Viswanathan, in a sly, quietly vital performance), pops into Frank's office for a story she's working on, about a skywalk the school is planning to build. She seems happy with the quick quote she gets from him, and when he presses her—Doesn't she want to ask any follow-up questions?—she assures him it's just a puff piece. "It's only a puff piece if you let it be a puff piece," he tells her, thus handing her the keys to a cabinet full of not-so-carefully hidden secrets.

BAD EDUCATION, based on real-life events, is a story about old-fashioned shoe-leather—or, in this case, sneaker-sole—journalism. There's something heartening about the way Rachel is driven to pursue what starts out as a nonstory, even as plenty of those around her (including the paper's editor, played by Alex Wolff) claim she's wasting her time. This is how journalism, a notoriously low-paying profession that's increasingly endangered, will survive.

But *Bad Education* is also a story about hubris, vanity and the way regular people just can't help desiring status and fancy things—and about the reality that people are often more complicated than we want to believe. These are roles that Jackman and Janney can dig into, and they turn up all sorts of dark, glittering surprises. Janney has the face of the best friend you'd trust with your life, and she uses that to wily effect here: Pam gets stuff done by barking commands even as she maintains a sense of humor—but you also see ripples of repressed anger shimmering beneath her gal-Friday surface. And Jackman is terrific here, a preening peacock in an array of meticulously pressed suits. Frank is the kind of guy who's spent so long polishing his public mask that he's lost sight of the man inside—yet he still betrays the occasional glimmer of tenderness or generosity. *Bad Education* is a story of small-town villains who just can't help themselves, and it's fun to see how their own carelessness trips them up. These are people we can't trust, played by actors we trust implicitly. Why not be flimflammed by the best?

BAD EDUCATION *debuts April 25 on HBO*

HBO

Sister act: Prada and Barrera

TELEVISION

La dolce *Vida*

"It isn't a homecoming until someone calls you a *puta,"* Emma Hernandez (Mishel Prada) deadpans to her younger sister Lyn (Melissa Barrera) in the series premiere of Starz's excellent *Vida.* Their mother Vidalia has just died, following a diagnosis she never shared. Upon returning to Boyle Heights, the Latinx L.A. neighborhood where they were raised, to settle her affairs, they uncover another secret: Vida had married a woman.

While Mami built a hidden life, Lyn played Bay Area party girl and fiercely independent Emma got a corporate gig in Chicago. But in three absorbing seasons, after inheriting the building where they grew up and the bar inside it, the sisters reconnected with home and each other. *Vida* is the rare drama about family, identity and community that captures the complexity of how we perceive ourselves and others.

Without neglecting the grief at its core, the show lingers on moments of bliss—the joy of sex, home cooking, a cityscape as glimpsed from a rooftop at night. What I love most about *Vida* is the way it mimics the rhythms of real, embodied life. "Vida" isn't just a woman's name, after all. True to its title, the show radiates vitality. *—J.B.*

VIDA*'s third and final season premieres April 26 on Starz*

VIDA: STARZ; #BLACKAF: NETFLIX

TELEVISION

A creator turns the camera on himself

By Judy Berman

KENYA BARRIS HAD BEEN WORKING IN TV for more than two decades by the time *Black-ish* made him a brand name. Debuting in 2014, alongside *Fresh Off the Boat, Empire* and *Jane the Virgin,* the ABC sitcom about an upper-middle-class black family helped ignite a boom in shows that centered on people of color. It's since become a franchise, spinning off prequel *Mixed-ish* and Freeform's *Grown-ish,* which follows the family's eldest kid to college. In his free time, Barris scripted the blockbuster *Girls Trip.* His signature is the skillful use of familiar comedic forms to explore contemporary black life.

But when he signed with Netflix in 2018, it wasn't just about the $10 million payday. Months before Barris left ABC, it shelved an ambitious, ostensibly provocative episode of *Black-ish* that reflected on recent events like Charlottesville. The incident was proof he'd outgrown the constraints of network comedy, creatively and politically. And the result is *#blackAF,* his first scripted series for Netflix. In a note to critics, Barris explained, "I wanted this to be something bold, honest and unfiltered."

In some ways, it is. No longer content to filter his ideas and experiences through *Black-ish*'s Johnson clan, Barris stars as a version of himself: a successful producer drifting around his large glass-and-concrete home, alternately oblivious to and bickering with his wife (Rashida Jones) and their six kids. Framed as a documentary directed by their teen daughter (Iman Benson), the show has a looser structure than his earlier work. It's the *Curb Your Enthusiasm* to *Black-ish*'s *Seinfeld,* with monologues interspersed throughout that tackle fraught issues like black fatherhood.

These interludes can be illuminating, but they—along with the framing device and too many tired family-sitcom plots (e.g., Mom and Dad do drugs)—slow the already languid pace. More engaging are scenes that depict Barris' professional life, as a creator whose career has taken him from Inglewood to Hollywood; in the strongest episode, he (with guest stars including Ava DuVernay and Tyler Perry) agonizes over how to judge black art. And though Barris is no actor, his self-awareness lends authenticity to his performance. Even if it takes another season to perfect, *#blackAF* feels substantial enough to justify the investment.

#BLACKAF *streams April 17 on Netflix*

Eight is more than enough: Jones and Barris star as the parents of a prodigious clan

8 Questions

Mike DeWine Ohio's Republican governor on being honest about coronavirus and getting what he needs from Washington

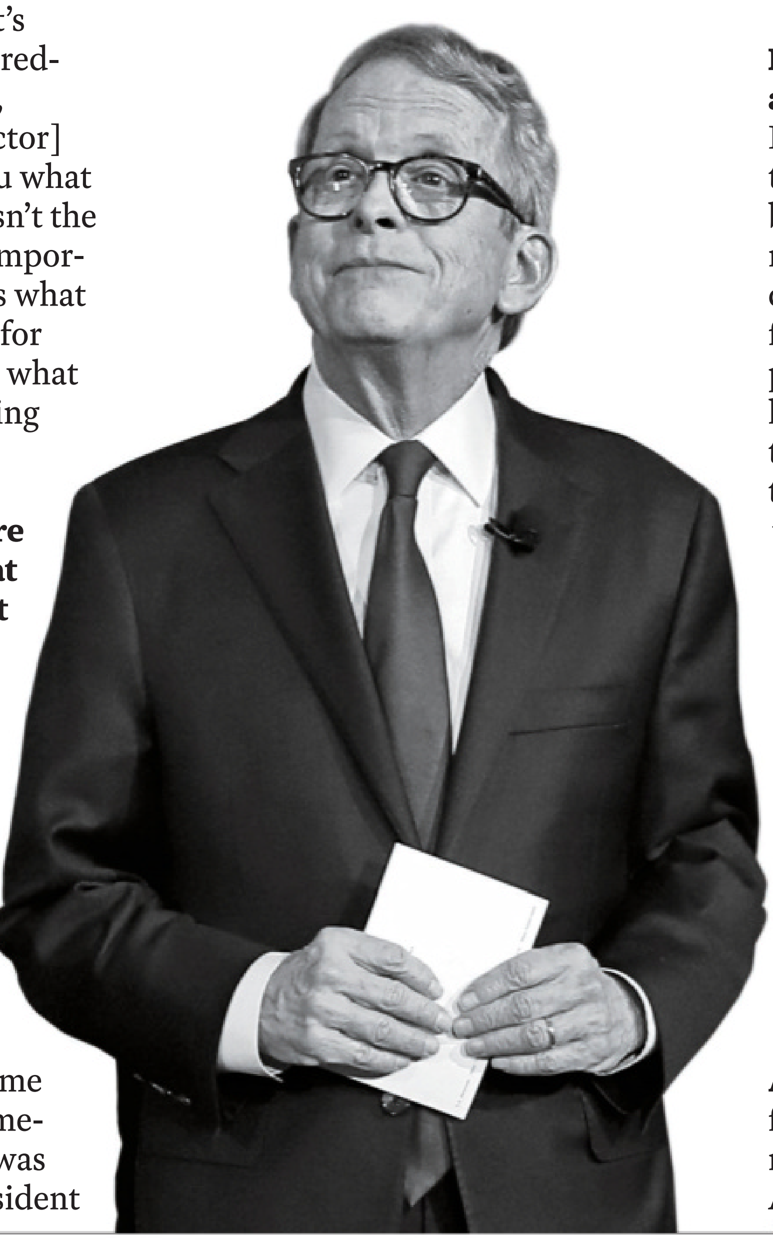
You were the first governor in the country to announce the entire state school system would close, starting on March 16. You've been a step ahead on other things. Did you know something other governors didn't? I have spent 40 years in public office, and the mistakes I've made are generally when I didn't have enough information. I think that has served me well during this because we've just been really focused on trying to find out everything that we could. The one message I kept getting from the people is you have to move quickly and you have to move early. Even delaying a few days can make a huge amount of difference.

Your daily briefing has zero sugarcoating on it. Why? I want people to have confidence in what we say. It's important that the governor has credibility. I said that throughout this, [Ohio Department of Health director] Dr. [Amy] Acton and I will tell you what we know, when we know it. It wasn't the orders that I put on that were so important. What was really important is what people did. And it was important for them to buy in and to understand what we were doing, what we were asking them to do.

Your briefings could not be more different than the ones we see at the White House with President Trump. Any advice for him on those? No, I think we have different roles. The President's roles are different roles. I mean, his is more aspirational when he says we'd love to be open soon. I know he's gotten some criticism, but the truth is we all would like to be open soon.

Are you getting everything you need from Washington? Every time I've asked the White House for something, they have come through. It was two weekends ago I called the President on Sunday morning because we were just having trouble with the FDA approving Battelle's new process. They can do [tens of thousands of] masks a day, sterilizing them. We've never had the personal protective equipment that we need. The President picked up the phone, and he got their attention.

> *‘THIS ECONOMY IS NOT GOING TO COME BACK IF PEOPLE ARE AFRAID TO GO OUT’*



JOHN MINCHILLO—POOL/AP

It's April 11. Do you have access to enough kits right now in Ohio, and are enough people being tested? No. No to both. Although we're making some serious progress. Our problem now is in regard to the smaller hospitals and the smaller places, making sure they got the swabs that they need, the tubes to put the swabs in, the liquid that goes in there. The testing is going up. It needs to go up a lot more if we're going to be able to manage our recovery.

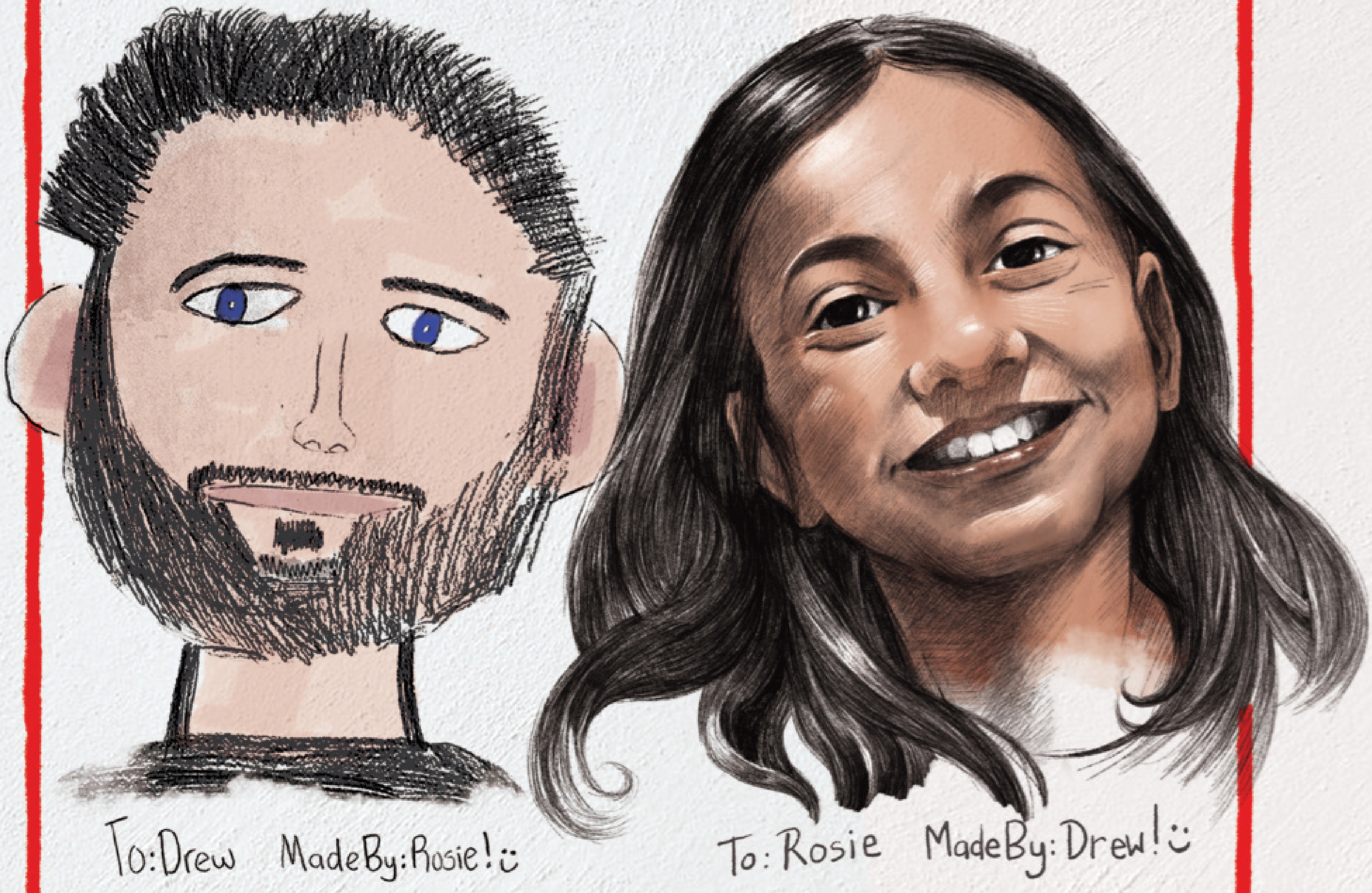
Folks want to reopen business. How are you managing that backlash? I fully understand their feelings. But this economy is not going to come back if people are afraid to go out. So no matter what order I put on—or don't put on—what we have to do is feed people's confidence that we can protect them. If people fear for their life, they're not going to spend money, they're not going to go out to eat, they're not going to go to a ball game, they're not going to do all the things that we all would want to do.

Is this a time in which we might want to rethink the states'-rights argument? Historically, I think you look to governors to deal with the local disaster. Now, obviously this is a worldwide disaster. We're seeing this pandemic at different stages in different states.

You talk about bipartisanship. Would you serve in a Biden Administration? Well, I'm very focused on being governor. I'm not looking to serve in anybody's Administration. —PHILIP ELLIOTT

TIME for KIDS

DRAW WITH DREW and Rosie!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